

USAID/COLOMBIA

RESULTS REVIEW

FY 1998

&

RESOURCE REQUEST

FY 2000-2001

May 7, 1999

Please Note:

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Table of Contents

Table of Contents	i
Acronyms	ii
PART I: OVERVIEW AND FACTORS AFFECTING PROGRAM.....	1
PERFORMANCE	1
A. HIGHLIGHTS OF ECONOMIC, SOCIAL, AND POLITICAL DEVELOPMENTS	1
B. SUMMARY PROGRESS IN IMPLEMENTING THE CURRENTLY APPROVED STRATEGIC PLAN....	3
C. MOST SIGNIFICANT PROGRAM ACHIEVEMENTS	4
D. SIGNIFICANT CHANGES IN COLOMBIA’S POLITICAL AND JUDICIAL ENVIRONMENT	5
E. OVERALL PROSPECTS FOR PROGRESS THROUGH THE BUDGET REQUEST YEAR	7
F. PROSPECTS FOR SUCCESSFUL CLOSEOUT OR GRADUATION	9
PART II: RESULTS REVIEW BY STRATEGIC OBJECTIVE.....	12
A. SO 1: DEMOCRACY/JUSTICE REFORM	10
B. SO 2: ALTERNATIVE DEVELOPMENT	19
C. SPO 1: ENVIRONMENT	25
D. SPO 2: EARTHQUAKE RECONSTRUCTION	30
PART III: RESOURCE REQUEST.....	37
A. PROGRAM RESOURCE LEVELS	37
B. WORKFORCE AND OE LEVELS	43
C. LOCAL CURRENCY TRUST FUNDS	47
ANNEXES	52
ANNEX A: PEACE PROCESS	53
ANNEX B: ENVIRONMENTAL COMPLIANCE	58
ANNEX C: UPDATED RESULTS FRAMEWORK.....	59
TABLES	
TABLE I: BUDGET REQUEST.....	40
TABLE II: OPERATING EXPENSES.....	48
TABLE III: CONTROLLER OPERATIONS	49
TABLE IV: TRUST FUND/FSN.....	50
TABLE V: WORKFORCE	51
TABLE VI: DH WORKFORCE	52

Acronyms

CEJ	Corporación Excelencia en la Justicia
CIAT	International Center for Tropical Agriculture
CHF	Cooperative Housing Foundation
CNP	Colombian National Police
DAEC	Development Assistance Executive Committee
EAI	Enterprise for the Americas Initiative
ELN	National Liberation Army
FAO	United Nations Food and Agriculture Program
FARC	Revolutionary Armed Forces of Colombia
FES	Foundation for Higher Education
FIP	Investment Fund for Peace
GOC	Government of Colombia
HDRs	Humanitarian Daily Rations
HR	Human Rights
IASP	International Affairs Strategic Plan
ICBF	Colombian Institute for Family Well-being
ICITAP	International Criminal Investigative Training Assistance Program
IDB	Interamerican Development Bank
IICA	Interamerican Institute for Cooperation on Agriculture
IR	Intermediate Result
JSRP	Justice Sector Reform Program
MRE	Meals Ready to Eat
MSD	Management Sciences for Development
NAS	Narcotics Affairs Section
NGO	Non Governmental Organizations
OFDA	Office of Foreign Disaster Assistance
OPDAT	Office of Overseas Prosecutorial Development and Training
PLANTE	Plan Nacional de Desarrollo Alternativo (National Alternative Development Plan)
RF	Results Framework
RTI	Research Triangle Institute
SJC	Superior Judicial Council
TFI	Tropical Forests Initiative
TNC	The Nature Conservancy
UN	United Nations
UNDCP	United Nations Drug Control Program
UNDP	United Nations Development Program
USG	United States Government

**PART I: OVERVIEW AND FACTORS
AFFECTING PROGRAM
PERFORMANCE**

A. Highlights of Economic, Social, and Political Developments

The endemic conditions of social conflict and violence in Colombia worsened in 1998, as a result of the serious political and economic problems that erupted during the year. Colombia has one of the highest homicide and kidnapping rates in the world. Human Rights Watch estimates that in the first eleven months of 1998, Colombia suffered 145 massacres, 1,427 kidnappings, 24,241 homicides and 925 acts of terrorism. The UN High Commissioner for Human Rights observed that as many people are killed in one year in Colombia as in all the 25 years of Northern Ireland's current internal conflict. In 1996, more people were murdered in Colombia (26,627) than in the U.S. (19,645), which has eight times its population. Although there are a startling number of organized groups destabilizing Colombian society (including "guerrilla" and "paramilitary" groups, narco-trafficking mafias and groups of organized crime), they account for only a small portion of homicides.

Longstanding and widespread internal armed conflict and rampant violence, both criminal and political, have increasingly challenged the control of the central government over national territory. An estimated 15,000 to 20,000 full-time guerrillas, belonging to two large (FARC or the Colombian Revolutionary Armed Forces and ELN or the National Liberation Army), one small (ELP or Popular Liberation Army) and several splinter, communist-inspired rebel armies operating in more than 100 separate guerrilla fronts across the nation, represent a growing threat to government security forces. The guerrillas exercise a significant degree of influence in almost 60% of the country's 1,071 municipalities. Some guerrilla groups, particularly in the southern and eastern parts of the country, continue to collaborate with narco-traffickers. These activities produce revenues estimated in the hundreds of millions of dollars annually. A diverse, but increasingly consolidated, collection of regionally-based paramilitary forces from the right, increasingly consolidating under unified leadership, that oppose the guerrillas play a prominent role in the internal conflict, and have only recently expanded their influence into a number of areas that were previously dominated by the rebels.

The backdrop for rampant violence and continued guerilla activity in Colombia is the high level of poverty, unemployment and low income faced by the majority of the country's citizens. In 1997, 55.3% of the population, or more than 21 million people, were below the poverty line, up from 54.4% in 1993. Of these, 9% of the population, or more than 3.4 million people, were living in extreme poverty. These poverty levels have continued despite significant increases in government expenditures on social programs, from a low of 32.8% of the national budget in 1992 to 55.3% in 1997.

These increased expenditures, however, were insufficient to compensate the basic needs of this segment of the workforce, which earns only the monthly minimum wage of approximately \$150. As President Samper made repeated concessions to labor for wage adjustments exceeding cost of living increases, the private sector abandoned the "Social Pact for Productivity, Prices and Wages." This agreement between the government, the private sector, and labor to keep inflation in check by limiting wage and price increases had been in effect since 1995.

Allegations that President Samper accepted drug money in his presidential campaign resulted in a

political and diplomatic turnabout as his Liberal Party lost the July 1998 elections to the Conservative Party's Andres Pastrana. Initial experience confirms that this new administration is a more collegial partner in addressing issues of strategic importance to the U.S., such as democracy, human rights and alternative development.

In 1998, Colombia experienced its worst economic growth rate (0.2%) in the last 50 years. This poor economic performance was due to: high real interest rates resulting from a tight monetary policy, a contraction in gross public investment resulting from efforts to reduce the fiscal deficit, and weak private sector investment resulting from high real interest rates and increased political uncertainty. The recession contributed to a decrease in inflation to 16.7%, which was slightly above the target set by the Central Bank. Tight monetary policy at the Central Bank helped to offset demand pressures created by an overall deficit of 4% of GDP. Non-traditional exports, which increased their share from 25% of total exports in 1986 to 50% in 1998, continued to grow steadily. Despite the increase in crude petroleum exports, which since 1996 replaced coffee as the nation's principal legitimate export, the deficit in the trade balance remained at 5.5% of GDP. This deficit was primarily due to a reversal in the terms of trade during 1998 that resulted from a decrease in the international prices of petroleum, coffee, iron-nickel, and carbon. As interest debt servicing increased, the current account deficit reached \$ 5.9 billion (6.5% of GDP). Direct foreign investment decreased during 1998 by \$2.7 billion to \$ 3.2 billion.

The tax on the contracting of external debt and the international financial crisis coincided with the business community's buy down of debt in anticipation of devaluation. This resulted in a negative net financing flow to the private sector of \$ 153 million. The financial system is undergoing careful scrutiny as the index of private sector debt in arrears to commercial banks reached 9%. Although the external debt of Colombia is manageable at 36% of GDP (\$ 33 billion), the composition of its external debt shifted as public sector borrowing to finance the deficit increased by 11% and private sector debt decreased by 5% to \$14.6 billion. Moody's favorable credit rating for Colombia of a triple B minus (BBB-) is currently being reviewed in the light of fiscal deficit, financial system and exchange rate pressures.

In the first half of FY1999, efforts to overcome the financial crisis, reduce the fiscal debt, consolidate the peace process, and prospects for an improvement in international prices of Colombia's exports cast a shadow of uncertainty over the country. The January 1999 earthquake that hit the country's coffee region resulted in over a thousand deaths, and many thousands of disaster victims, and will create a strain on the GOC's efforts to reduce the fiscal deficit. This difficult economic legacy inherited by the incoming Pastrana administration received another jolt in April 1999 as the unemployment rate jumped to 19.5%, the highest in 25 years. Although GDP for the first quarter increased at an encouraging 4.7%, with strong growth in industrial output and trade and services at 7% each, inflation continued to remain at 14% through April. The government hopes to limit the Central Government deficit to 3.6% of GDP, inflation to 15%, devaluation to 19%, and the balance of payments current account deficit to 5.9%. Of course all these targets could fall short if the GOC cannot contain the internal war, reduce violence and the fiscal deficit, all of which are critical to the continued viability of Colombia's sustainable development.

B. Summary Progress in Implementing the Currently Approved Strategic Plan

The main objective of USAID/Colombia's former Democracy SO (SO1), "Improve the effectiveness of the Colombian criminal justice system," was the introduction of a modern accusatory system, which consisted of three principal elements: adequate criminal and procedural codes which allow effective investigation and prosecution, while guaranteeing basic rights and the principles of due process; the use of oral procedures in the courtroom; and training in effective and modern investigative and prosecutorial techniques.

In FY1998, ICITAP's training program was directly responsible for the improved, unified basic training curriculum adopted by the three judicial police academies. The "task force" model introduced for the first time in Colombia by OPDAT and ICITAP had demonstrable impact in improving the effectiveness of investigations and prosecutions, and results are being institutionalized through the production of a prosecutor's manual to be published later in FY 1999. USAID/Colombia has directly supported two special units--one for money laundering and asset forfeiture and the other for anti-corruption. With the SJC, it has been responsible for the modern institutional structure of the judicial school and its training program adopted by the SJC, both of which will be key to promoting the adoption of oral procedures in the courtroom. Finally, due process was strengthened through USAID/Colombia contributions to the expansion of the public defender program.

However, by the time of the general program review which USAID and partner agencies undertook in late 1997, it had become very clear that:

- the enthusiasm and push for change in criminal process modernization that had existed in 1991-92 had diminished substantially, both in the Samper government and in the legal community;
- the legal community had never been adequately informed or involved in 1991, when the changes permitting oral and public trials were pushed through the Constituent Assembly (the famous "Congresito") literally overnight and without extensive review or debate, along with the constitutional reforms;
- there remained significant opposition from traditionalists to even the tentative adoption of orality contained in the '91 reforms;
- the embrace of orality was incomplete, and additional major reforms, both legal and constitutional, were necessary before a full oral and public accusatorial criminal investigative and trial system could be adopted;

The foregoing situation had not been adequately understood or taken account of in previous USAID/Colombia programming. Therefore, USAID/Colombia determined that, if the program and the Mission presence were continued, our ultimate goal of installation of a full accusatorial system was entirely illusory unless we immediately incorporated an additional strong program component to promote and support a major new policy dialog, including broad civil society and

legal community involvement. After the Administrator's decision to extend the presence of USAID/Colombia through FY 2003, near the end of FY98, in the waning months of the term of the previous government, we began to plan the new approach. We decided to initiate vigorous policy dialog with the new GOC upon its taking office in August, 1998 to determine its interest and willingness to seek the necessary reforms. This has been done, and we have encountered a receptive group of advisors and officials in the Pastrana government, who have recently produced a specific and positive presidential commitment to Criminal Procedure Code reforms and, if necessary, constitutional reforms, to move Colombia decidedly toward an accusatorial system.

In addition, our new relationship with the Superior Judicial Counsel (CSJ), initiated in 1998 in the context of USAID support for Judicial School reorganization and reform, has permitted the addition of an important transitional element to the program. Within the present legal framework, and using its powers to pass regulations covering the whole of the Judiciary, the CSJ will pass a regulation on the conduct of oral and public criminal trials that will be binding on prosecutors as well as judges. This will be the subject of training via our program with the Judicial School, and we will also remodel and equip five model court rooms to use for oral trial training, and of course, for actual oral and public trials. This will serve to prepare the judiciary and the legal community for the eventual advent of a full accusatorial criminal investigative, prosecutorial and trial system if we are successful in our efforts to promote such an outcome through GOC efforts in the national congress.

Through an agreement with a prominent local NGO, the Excellence in Justice Corporation (CEJ), USAID/Colombia has now mounted a national effort to define and debate the need for additional reform, and in the first two months of 1999, we have sponsored eight regional and one national seminars in eight different cities – Bogota, Cali, Medellín, Santa Marta, Pasto, Ibagué, Bucaramanga, and Chia that reached 1,501 persons and garnered significant publicity and public attention for the issues. The USAID/Colombia program is now making substantial progress in re-awakening the debate on the issue, and a clear consensus in favor of reform and of the accusatorial system has emerged in every one of these seminars.

Under the previous environment SpO, the consolidation of a single identified NGO--which would become a financially self-sufficient, sustainable implementing entity for the trust funds generated from the Enterprise for the Americas Initiative--was not achieved. No new projects were presented to nor approved by the Administrative Council since late 1997, when USG representative refused to agree to approve more administrative funds without a strategic plan. USG requested consultations and renegotiations with the GOC. A proposed agenda to review and negotiate the existing Bilateral Agreement has only recently been presented by the GOC.

C. Most Significant Program Achievements

Through a grant to the Corporacion Excelencia en la Justicia, USAID/Colombia enlisted the country's premier justice reform NGO in an intensive effort to create consensus on needed legislative reforms. In the last two months of calendar year 1998, USAID obtained the active participation of the Justice Minister in these efforts. He presided over the November 1998

Justice Sector Reform Program (JSRP) Executive Committee meeting, assuming a clear position about the necessity of an extensive criminal procedure reform and affirmed the need to suppress the judicial functions of the Prosecutor General's Office. The judicial school was restructured and represents a first step toward the drafting of regulations by the Superior Judicial Council (SJC) mandating the use of oral procedures in the courts.

A single curriculum was to be developed for investigators to be used by the three main judicial police academies and a prosecutors' manual produced. A curriculum was developed by the three judicial police entities guided by ICITAP and agreed to by all three judicial police institutions for adoption by FY 1999 and full implementation by FY 2000. The design of the prosecutor's manual was completed and it is expected to be published in FY 1999.

USAID/Colombia's "Houses of Justice" program (neighborhood justice access and service centers) has been a success since its inception five years ago. The actual number of users (164,000) more than doubled the FY 1998 target of 70,000. Furthermore, the target of five houses operating in 1998 was exceeded by 60% with a total of eight in operation. The sustainability of the houses was enhanced by inter-institutional agreements signed between the Ministry of Justice, municipalities, and other institutions participating in the program. Improving access to justice was significantly enhanced through the establishment of a "one-stop shop" for services, in addition to dispute resolution mechanisms.

USAID/Colombia is reviewing its strategy for the environmental Special Objective to improve management of environmental endowments. The new GOC has accepted the need to renegotiate the terms of the Bilateral Agreement to reform the administrative structure and has developed a proposal for a negotiating agenda. The program is a significant breakthrough and the GOC has accepted many of our criticisms. USAID and Embassy comments will be provided and the GOC proposal will be reviewed by State Department and the EAI Board in Washington. Forward negotiations will then begin. In addition, USAID/Colombia funded "Parks in Peril" program activities with \$135,000 of local currency to support management consolidation at Parks in Peril sites in Colombia. It continued to monitor USAID/Washington-funded environmental and biological diversity activities (e.g. Parks in Peril, Biodiversity, and Tropical Forests) in Colombia.

D. Significant Changes in Colombia's Political and Judicial Environment

Almost immediately upon assuming office, the new Pastrana Administration made a direct commitment to end Colombia's forty-year-old internal guerrilla war. The initiation of peace negotiations between the GOC and the largest guerrilla army, the Revolutionary Armed Forces of Colombia (FARC) in January 1999, is likely the best opportunity in the last fifteen years for a broad peace process to take root in Colombia. While less willing to negotiate with the smaller and somewhat weakened National Liberation Army (ELN), the GOC has nevertheless made attainment of a consolidated peace agreement with guerrilla insurgencies a central element of its National Development Plan. Within this overall plan, and central to the peace process is Plan Colombia, the \$3 billion centerpiece of the GOC's peace expectations. With a focus on conflict zones and violently displaced populations, Plan Colombia seeks the implementation of an

inclusive and participative alternative economic development program that promotes the substitution of illicit crops with licit agricultural production, integrated rural development and infrastructure construction. In recognition of the linkage between the peace process and narcotics activities in Colombia, President Pastrana has continually advocated for a strong alternative development program to complement ongoing counternarcotics activities in forced eradication and law enforcement.

In October 1997, an historic ten million voters showed their support for a citizen peace movement during the municipal elections. Since then, Colombian civil society awareness of the economic and social deterioration of the country – the result of not only decades of war, but its recent escalation – has grown considerably. This awareness is illustrated by the emergence of mobilized civil society groups, including private sector business leaders, labor unions, NGOs, and the Catholic Bishop Conference. These groups continue to be influential in maintaining the momentum for continued negotiations. As public debate increases over what can be done to stem the tide of increasing instability in Colombia, civil society is openly calling for an end to the armed conflicts and a negotiated political settlement.

Over the past few months, USAID/Colombia designed a new five year Strategic Plan (FY 1999-2003), in which it expanded its single justice sector Strategic Objective to include new sub-components relating to human rights and congressional assistance. The former SO, “Improved effectiveness of the Colombian criminal justice system,” is now subsumed as one of three IRs under the new SO, “Democracy Strengthened and Human Rights Protection Increased.” These changes were required to respond to the USG commitment -- expressed at the highest levels during President Pastrana’s October 1998 State Visit to Washington -- to support the new GOC administration in the area of human rights. The new GOC’s own resolve was demonstrated by the creation of a human rights coordination office under the direction of the Vice-President - and in its commitment to enhance the possibility of enacting legislation favorable to a more effective criminal justice system.

In the last two months of calendar year 1998, USAID/Colombia obtained the active participation of the Justice Minister in these efforts. He presided over the November 1998 JSRP Executive Committee meeting, assuming a clear position about the necessity of an extensive criminal procedure reform and affirmed the need to suppress the jurisdictional functions of the Prosecutor General’s Office. The Superior Judicial Council, the Human Rights Ombudsman, and the Attorney General have all taken strong pro-reform stances. Finally, President Pastrana told U.S. Attorney General Janet Reno that his government wants to move decisively toward an accusatorial criminal trial process.

Simultaneously, and in response to USG and Colombian national interests, USAID/Colombia has prepared an alternative development strategy for Colombia, covering the same five-year period of the new Strategic Plan and focussing on voluntary eradication of illicit crops among small producers and the provision of alternative licit economic opportunities.

E. Overall Prospects for Progress through the Budget Request Year

USAID/Colombia's new five-year (FY 1999-2003) Strategic Plan is integrally linked to the International Affairs Strategic Plan (IASP) as outlined in the Mission Performance Plan (MPP), and reflects the views of key USAID partners. The revised democracy and human rights Strategic Objective (SO) directly supports the IASP objective of support for adherence to democratic practices and respect for human rights. The new alternative development SO contributes directly to the IASP objective and U.S. national interest in "Law Enforcement." USAID/Colombia will also implement two SpOs over the plan period, one in the environment and the other in earthquake reconstruction, which support USG international interests in global issues and humanitarian response, respectively.

USAID Colombia's FY 1999-2003 Strategic Plan is entirely consistent with several Summit of the Americas initiatives. The democracy and human rights SO, including its focus on justice reform, speaks to the Summit objective of "preserving and strengthening the community of democracies of the Americas," especially in the areas protecting human rights, combating corruption, and invigorating society. The alternative development SO, through policy reform, the creation of economic opportunities, and environmental protection and management activities, contributes to Summit objectives, which seek the "prevention and control of illicit narcotics consumption and trafficking and related crimes." The environment special objective supports the Summit objective of "guaranteeing sustainable development and conserving our natural environment for future generations."

The environment special objective supports the Summit objective of "guaranteeing sustainable development and conserving our natural environment for future generations." This special objective recognizes Colombia's extremely rich biodiversity and tropical forests, and thus the importance of the country to the protection of the global environment. Thus, for the past five years, USAID/Colombia has provided assistance to Corporación Ecofondo, the NGO created by the GOC to administer the trust funds generated from Colombia's participation in the Enterprise for the Americas Initiative. As a result of Ecofondo's inability to effectively manage the "Americas Fund," however, other mechanisms for managing the environmental trust funds are being considered, based on extensive consultations with the GOC and on a recent GOC reorganization proposal. In the interim, USAID/Colombia continues to provide USG representation on the Fund's Administrative Council, and primary policy dialog and analytical support for the upcoming re-negotiation process.

During FY 1999 USAID/Colombia initiated its Special Objective in the area of "Earthquake Reconstruction," in response to the 6.0 magnitude earthquake in the heart of Colombia's coffee region on January 25, 1999. Almost immediately following the disaster, USAID's Office of Foreign Disaster Assistance (OFDA) responded to Colombia's call for help, providing search and rescue teams to the area and emergency relief for immediate needs (food, water, temporary shelter, health). They provided substantial and badly needed emergency humanitarian supplies, including plastic sheeting, polyester blankets, gallons of bottled water; and pre-packaged daily food rations. Additionally, OFDA responded to the needs of thousands of homeless families affected by the disaster by providing plastic sheeting for the provisional repair of homes, clinics

and schools, and aided in repairs to individual coffee processing facilities used by the small producers who were badly affected by the disaster.

In collaboration with USAID's OFDA, USAID/Colombia is now planning a three year program, which will incorporate long term, appropriate solutions to the shelter crisis and funding for rehabilitation of other infrastructure, as well as the following, complementary activities: 1) strengthening of micro-zoning for reconstruction planning; 2) workshops on appropriate earthquake-resistant uses of local construction materials; 3) construction of "community homes;" and 4) the reconstruction of homes, schools and health posts.

The peace process in Colombia is evolving rapidly and may require greater attention in the next two fiscal years than USAID/Colombia has projected in this R4 document. The policy environment has improved dramatically under the new Pastrana Administration, which has placed justice reform, counter-narcotics, and human rights protection among its highest priorities, and central to its overall strategy to achieve peace. Support from USAID and the international donor community will be critical to maintaining this focus and high-level GOC attention to the peace process.

USAID/Colombia will continue to monitor GOC efforts at brokering a peace process with the guerrilla insurgency and maintains a readiness to provide technical support to direct peace negotiations should the peace dialogue prosper, and upon the direct request of the GOC. Following on a civil disorder disaster determination by Ambassador Kamman that was communicated to Washington in late 1998, USAID/Colombia is now able to support participatory development projects targeted to the conflict zones of the country, aimed at those marginal populations where government presence has been minimal. The objective is to establish a foundation for peace and social reconciliation in communities directly affected by conflict. Activities will promote socio-economic and human development, strengthen the institutional capacity of local authorities and various sectors of the civilian population and will promote short-term productive projects that generate immediate subsistence for these communities. Adding to USAID/Colombia's local currency grants for similar purposes, activities will be implemented with NGOs, including the International Committee for the Red Cross (ICRC) in Bogota and the Salesian Missions and will use funding from USAID/Washington's Office of Transition Initiatives (OTI). Presently, \$1 million in OTI funding obligated during the first quarter of CY 1999 is in place for these activities, and represents the first investment by the USG in support of the Colombian peace process.

USAID/Colombia had previously entered peace-promoting activities with two one-year local currency grants of \$100,000 each to UNICEF and Catholic Relief Services (CRS) to aid the violently displaced. UNICEF is helping the psychological recovery of 10,000 children traumatized by violence and displacement, and will target four municipalities in the southeastern Putumayo Department, working through the Catholic Church. CRS will support the violently displaced communities of the western Choco Department and will target 120 indigenous families, working through the local Catholic Church. The program will deliver emergency and transitional assistance, including food, clothing and medicine complemented by housing and building supplies.

F. Prospects for Successful Closeout or Graduation

In the DAEC review of the USAID/Colombia FY 1997-2000 R4, and at the direct request of the Mission and the U.S. Ambassador to Colombia, the LAC Bureau obtained Agency approval to extend the closeout date for the USAID/Colombia from September 30, 1999, to September 30, 2003. The primary justification for this decision was to support the USG's central foreign policy objective in Colombia – counternarcotics -- by continuing efforts to reform the justice sector. In addition to an administration of justice program in support of the peace process, it was further agreed that activities in the areas of humanitarian assistance and alternative development would be supported under the revised strategy. Developments since then have strengthened the justification as the new GOC that took office in August 1998 has moved to develop clear policy directions along these same lines.

It was subsequently agreed that a new, five-year Strategic Plan (FY 1999-2003) would be developed focussing on strengthening democracy and protecting human rights, continuing support for USG counternarcotics objectives through the development of an alternative development program, supporting a de minimis environmental activity aimed at developing the effective operation of the Enterprise for the America's Initiative (EAI) trust fund to support environmental management and protection of Colombia's globally important biological diversity, and supporting GOC and private sector efforts to rebuild areas affected by the January 25, 1999 earthquake. Support for the peace process underlies, is central to, and is a crosscutting goal of our entire program.

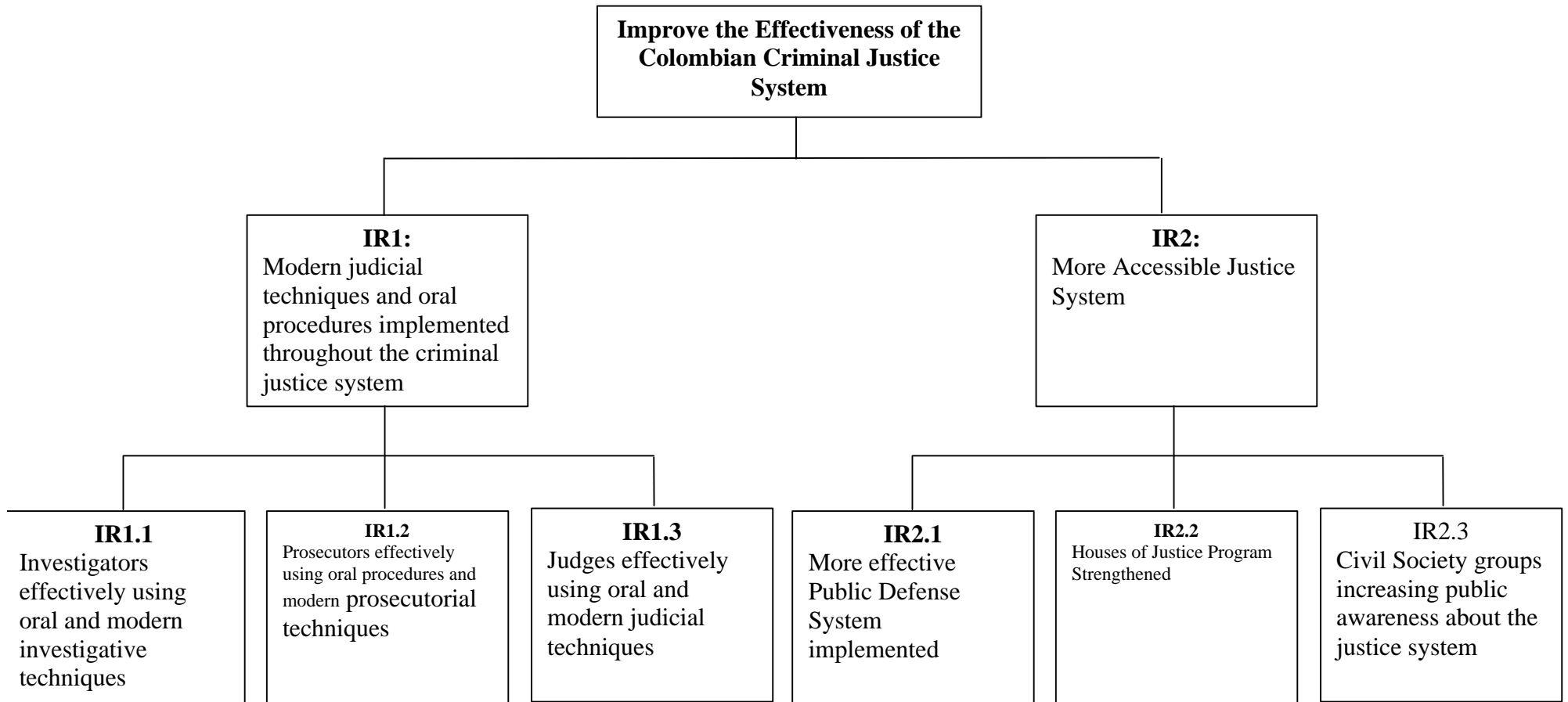
Given the critical U.S. national interests which are being served by this expanding program (highlighted in the following Common Objectives table), it is premature to consider either closeout or graduation of USAID/Colombia in this document.

COMMON OBJECTIVES
United States Agency for International Development in Colombia (USAID/Colombia) and the Government of Colombia (GOC)

USG NATL INTERESTS	SUMMIT OF THE AMERICAS	GOC TARGETS	USAID/COLOMBIA TARGETS	MPP
I. LAW ENFORCEMENT	<p>STRENGTHENING OF JUSTICE SYSTEMS AND JUDICIARIES</p> <p>PREVENTION AND CONTROL OF ILLICIT NARCOTICS CONSUMPTION AND TRAFFICKING AND RELATED CRIMES</p> <p>1) Adopt national strategies to prevent or reduce substantially the cultivation and processing of illicit crops, with emphasis on alternative development programs;</p> <p>2) Strengthen efforts to control traffic in firearms, and avoid having them fall into the hands of criminal organizations;</p> <p>3) Control precursor chemical products.</p>	GOC National Development Plan includes "Plan Colombia", which involves a specific plan for the conflict zones, focusing attention on several policy areas, including an alternative development program for the substitution of illicit crops. It also includes counter-narcotic and peaceful co-existence strategies, the latter focusing principally on urban centers of the country.	<p>SO2 – Alternative Development – Illicit Crop Production Reduced in Target Areas.</p> <ul style="list-style-type: none"> - Policy and planning improved - Licit economic opportunities expanded 	<p>Block movement of illegal drugs from or through Colombia to the United States and destroy the organizations that traffic in them.</p> <p>Improvement of Colombia's political, legislative and judicial infrastructure.</p>
II. DEMOCRACY	<p>PRESERVING AND STRENGTHENING THE COMMUNITY OF DEMOCRACIES OF THE AMERICAS.</p> <p>Obj. 1 - Strengthening the inter-American human rights system; Obj.2 – Supporting the democratic process and consolidating democratic values, practices and institutions;</p> <p>Obj. 3 - Strengthening the exercise of and respect for all human rights</p> <p>Obj. 4 -Promoting programs of cooperation in the administration of justice.</p>	Following on earlier GOC reforms to decentralize central government and empower local governments, outlines approaches including decentralization of political and governmental institutions; and strengthening social fabric through investments in education, health and nutrition.	<p>SO1 – Democracy – Democracy Strengthened and Human Rights Protected.</p> <ul style="list-style-type: none"> - Effectiveness of the criminal justice system improved - Human Rights Enforcement Strengthened - Congressional reforms adopted and implemented 	Bolster Colombian democracy by engaging the GOC on human rights; sponsoring local fora to promote discussion of civic values and readiness to address Colombia's conflicts; and helping at the margins to strengthen local political, judicial and legislative norms.
III. HUMANITARIAN RESPONSE		GOC established a National Plan for the Reconstruction of the Coffee Zone, raising US\$500 million and focusing in the three areas of infrastructure, social and economic reconstruction, using an inter-institutional work scheme involving public and private entities.	<p>Spo2 – Earthquake Reconstruction</p> <ul style="list-style-type: none"> - Stabilization of a mountainside in the City of Pereira preventing destruction of the city aqueduct. - Number of houses, health posts and schools reconstructed. 	
IV. GLOBAL ISSUES	<p>GUARANTEEING SUSTAINABLE DEVELOPMENT AND CONSERVING OUR NATURAL ENVIRONMENT FOR FUTURE GENERATIONS</p> <p>Obj. 22- Partnership for Diversity</p>	<p>The EAI has been designed to promote environmentally sound and sustainable economic development, including the encouragement of child survival and child development.</p> <p>Plan Colombia recognizes the necessary balance between use and conservation of resources and the need to protect National Parks.</p>	<p>Spo1 – Environment</p> <p>EAI Fund operating effectively according to strategic plan.</p> <ul style="list-style-type: none"> - New Bilateral Agreement signed. - Long-term strategy for Fund administration prepared. - Number of projects financed. 	

PART II: RESULTS REVIEW BY
STRATEGIC OBJECTIVE

A. SO 1: Democracy/Justice Reform



Brief Summary of the SO1 - Democracy

During the past few months, USAID/Colombia designed a new five year Strategic Plan (FY 1999-2003), in which it expanded its single justice sector Strategic Objective to include new sub-components relating to human rights and congressional assistance. The former SO, "Improved effectiveness of the Colombian criminal justice system," is now subsumed as one of three IRs under the new SO, "Democracy Strengthened and Human Rights Protection Increased." These changes were required to respond to the USG commitment, expressed at the highest levels during President Pastrana's October 1998 State Visit, to support the new GOC administration in the area of human rights. The new GOC's own resolve was demonstrated by the creation of a human rights coordination office under the direction of the Vice-President - and in its commitment to enhance the possibility of enacting legislation favorable to a more effective criminal justice system.

IR1, "Effectiveness of the criminal justice system improved," will be achieved through the continued and expanded incorporation of judges and public defenders into the assistance program, while continuing support to the judicial police and prosecutors. IR2, "Human rights enforcement strengthened," will provide assistance to public and private sector human rights entities. IR3, "Congressional reforms adopted and implemented," will be achieved through a limited program to create and institutionalize an enhanced research and analysis capability for the Congress. The ultimate customers of a more effective justice system will be the actual and potential victims of crime and violence; for strengthened human rights enforcement, customers will be human rights activists and the individuals and groups whose human rights are threatened; customers under Congressional reforms will be members of Congress and segments of society who benefit by improved laws that are enacted and implemented.

Summary Performance Statement

Overall, performance of the former SO "Improved effectiveness of the Colombian criminal justice system" has been mixed, but generally positive. Expectations in the areas of access creation and more effective investigative and prosecutorial techniques were exceeded. Efforts to introduce an accusatory justice system, however, fell short of expectations due to political decisions that permitted the introduction of proposed legislation adverse to that goal. Promotion of policy and legal community consensus on the introduction of oral trial procedures and the implementation of hearing rooms as well as judicial training and judicial school restructuring with the Superior Judicial Council, on the other hand, are developing very well. The main obstacles preventing the adoption of the accusatory system are the lack of training and clear instructions to judges with respect to oral procedures, while the overall effectiveness of the system is weakened by deficiencies in the criminal and criminal procedure codes.

Performance over the Past Year Relative to Plans

In view of significant modification to this SO under the new Strategic Plan 1999-2003, discussion of past performance is limited to only those indicators that have been retained under the reformulated SO. The main objective of the former was "to improve the effectiveness of the

Colombian criminal justice system” through the introduction of a modern accusatory system, which consisted of three principal elements: adequate criminal and criminal procedures codes which allow effective investigation and prosecution, while guaranteeing basic rights and the principles of due process, the use of oral procedures in the courtroom, training in effective and modern investigative, and prosecutorial techniques. An added, important objective of the program since its inception was expanding access to the justice system. There was no IR under the previous SO specifically relating to needed legislative reform. Nevertheless, during 1998 USAID and OPDAT engaged in an analysis of the codes, and determined that without legislative change no real possibility for installation of an accusatorial system exists. That analysis forms the basis of FY 1999 strategies to promote needed legislative reforms. Through a grant to the Corporacion Excelencia en la Justicia, USAID/Colombia enlisted the country’s premier justice reform NGO in an intensive effort to create consensus on needed legislative reforms. In the last two months of calendar year 1998, USAID obtained the active participation of the Justice Minister in these efforts. He presided over the November 1998 JSRP Executive Committee meeting, assuming a clear position about the necessity of an extensive criminal procedure reform and affirmed the need to suppress the jurisdictional functions of the Prosecutor General’s Office. The Superior Judicial Council, the Human Rights Ombudsman, and the Attorney General have all taken strong pro-reform stances. Finally, President Pastrana told U.S. Attorney General Janet Reno that his government wants to move decisively toward an accusatorial criminal trial process.

Under IR1, “Norms mandating oral procedures at the trial stage institutionalized,” the judicial school was restructured. Thus, this indicator was fully accomplished and represents a first step toward the drafting of regulations by the Superior Judicial Council (SJC) mandating the use of oral procedures in the courts. Under the revised SO, USAID/Colombia will continue its efforts to institutionalize oral procedures by incorporating them into a reformed Criminal Procedures Code to be submitted to the Congress, going beyond the expected mandate by SJC regulations.

Under IRs 1.1, “Investigators effectively using oral and modern investigative techniques,” and 1.2, “Prosecutors effectively using oral procedures and modern prosecutorial techniques” a single curriculum was to be developed for investigators to be used by the three main judicial police academies and a prosecutor’s manual produced. The FY1998 indicator for the judicial police was fully met, as a curriculum was developed by the three judicial police entities guided by ICITAP and agreed to by all three judicial police institutions for adoption by FY 1999 and full implementation by FY 2000. The design of the prosecutor’s manual was completed and it is expected to be published in FY 1999.

Under IR 2, “More accessible justice system,” USAID/Colombia’s “Houses of Justice” program has been a success since its inception five years ago and in FY 1998 greatly exceeded expectations. The actual number of users, 164,000, more than doubled the FY1998 target of 70,000. Furthermore, the target of five houses operating in 1998 was exceeded by 60% with a total of eight in operation. The sustainability of the houses was enhanced by inter-institutional agreements signed between the Ministry of Justice, municipalities, and other institutions participating in the program. Resources were leveraged from other international donors, such as the IDB, and coordination was established with other government entities, such as the Ministry of the Interior in its program to promote peaceful and harmonious relations among citizens.

Discussions were also initiated with the Vice-Minister of Justice concerning the full institutionalization of the program with the eventual goal of at least one House of Justice in each of Colombia's 32 Department. Under IR2.1 "Civil society participation and awareness about the justice system," 306 seminars were carried out through Corpodesa, a conflict resolution NGO, 360 through Instituto Luis Carlos Galán, a local human rights NGO, and 600 through Conciencia, a human rights and conflict resolution NGO, including programs replicated in Medellín city schools.

USAID's FY 1998 justice sector SO, expanded from the FY1997 SO to include specific and important programs for judges and public defenders, is the result of several evaluations of the JSRP conducted at the end of FY 1997 by USAID/Colombia staff, interagency collaboration from DOS and DOJ, and the participation of national and international justice experts from Argentina, Costa Rica, in addition to the USAID Bolivia and Ecuador Missions. No evaluations are contemplated for FY 1999 in relation to the new and expanded democracy SO, with the possible exception of activities related to the peace initiative.

Improving access to justice was significantly enhanced, principally through the Houses of Justice program. This was accomplished through the establishment of a "one stop shop" for services, in addition to dispute resolution mechanisms promoted by the expert staff of the Houses – both swift responses to expressed customer needs. ICITAP's training program was directly responsible for the improved, unified basic training curriculum adopted by the three judicial police academies. The "task force" model introduced for the first time in Colombia by OPDAT and ICITAP had demonstrable impact in improving the effectiveness of investigations and prosecutions, and results are being institutionalized through the production of a prosecutor's manual expected to be published in FY1999. USAID with the SJC is also directly responsible for the modern institutional structure of the judicial school and its training program adopted by the SJC, both of which will be key to promoting the adoption of oral procedures in the courtroom. And finally, due process was strengthened through USAID contributions to the expansion of the public defender program.

While significant accomplishments, directly attributable to the USAID justice program, have been achieved, much remains to be accomplished to contain the ever-growing tide of violence. It is evident, however, that the areas of justice and peace are inextricably linked. Improvements in access and operations of the criminal justice system contribute to the ability to defend the rights of all Colombians by reducing arbitrary attacks on citizens' rights. Strengthening efforts to build the capacity for reconciliation and peaceful conflict resolution reduces the culture of violence that breeds criminality in society. USAID/Colombia anticipates that numerous elements of the justice system will be included in the peace negotiations and has informed the GOC of its readiness to provide analytical support and assistance in design and drafting of eventual reforms.

Other donors operating in the justice area include the World Bank, which is exploring mechanisms to improve access to justice and increase the use of alternative dispute resolution; the Inter American Development Bank, with a 9 million dollar project to assist the PGO to improve its information and case tracking systems (a project which has been stalled for the last

two years awaiting clarification of institutional policies by the Prosecutor General); and the UNDP which is engaged in activities to generate greater donor support to the justice sector.

Expected Progress in FY 1999-2001

USAID's presence in Colombia is determined almost exclusively by the present political juncture and the strong new USG commitment to President Pastrana. The internal policies of the GOC, as it seeks remedies to the widespread violence which threatens the stability of society and the government, and U.S. national interests in search of more effective means to stem the tide of illegal drugs into its borders. Both of these issues have become inextricably linked to the continuing guerrilla warfare and the intensified peace process that the GOC is currently pursuing. Future developments in the armed conflict and potential USG decisions on whether to assist Colombia to confront it will profoundly affect the strategies, goals and possibility for success of the Democracy SO in two of its three IRs: 1) the justice component is intended to provide an alternative to the confrontation of conflict through violence, but the justice system is not designed for nor can it have much impact on war generated violence; and 2) the human rights situation cannot be significantly improved unless and until the paramilitary reaction to the guerrillas and their suspected supporters is controlled and until terrorist activities by all armed actors against the civilian population halted.

USAID/Colombia recently signed a Letter of Intent to support a program with the Office of Vice President, who was named GOC Presidential Counselor for Human Rights. This program arose from the October 1998 Memorandum of Understanding signed between USAID and the GOC during the Pastrana State Visit, committing \$1 million annually for human rights for the next four fiscal years. The Letter of Intent will form the basis for USAID to work with the Office of the Vice President as it better defines and strengthens its leadership role and visibility for the public-at-large in human rights protection, and to spearhead concrete and pro-active GOC action in this area.

Finally, IR3, "Congressional reforms adopted and implemented," is an important new activity that could play an important role toward an eventual peace process and the increased democratization of society, since the structure and representativeness of the Colombian Congress is a point highly questioned by the insurgents. USAID is prepared to assist the Congress as it embarks on a process of reform and modernization, especially as it gears up for the new demands which will be placed on it as a result of the peace process. Working through an independent university, efforts will focus on increasing the Congress' ability to analyze and process the legislative proposals that may be required to support initiatives contributing to increased democratization and enhancing the possibilities for peace. For example, under current Colombian law there is no mechanism allowing for prisoner exchange between the GOC and the guerrilla forces. A successful peace process may require development of legislative solutions to this and other as yet unanticipated problems. Once a peace agreement has been concluded, as was the case in El Salvador, the Congress may play a role in the process of national reconciliation and healing, providing a forum and voice for ex-combatants.

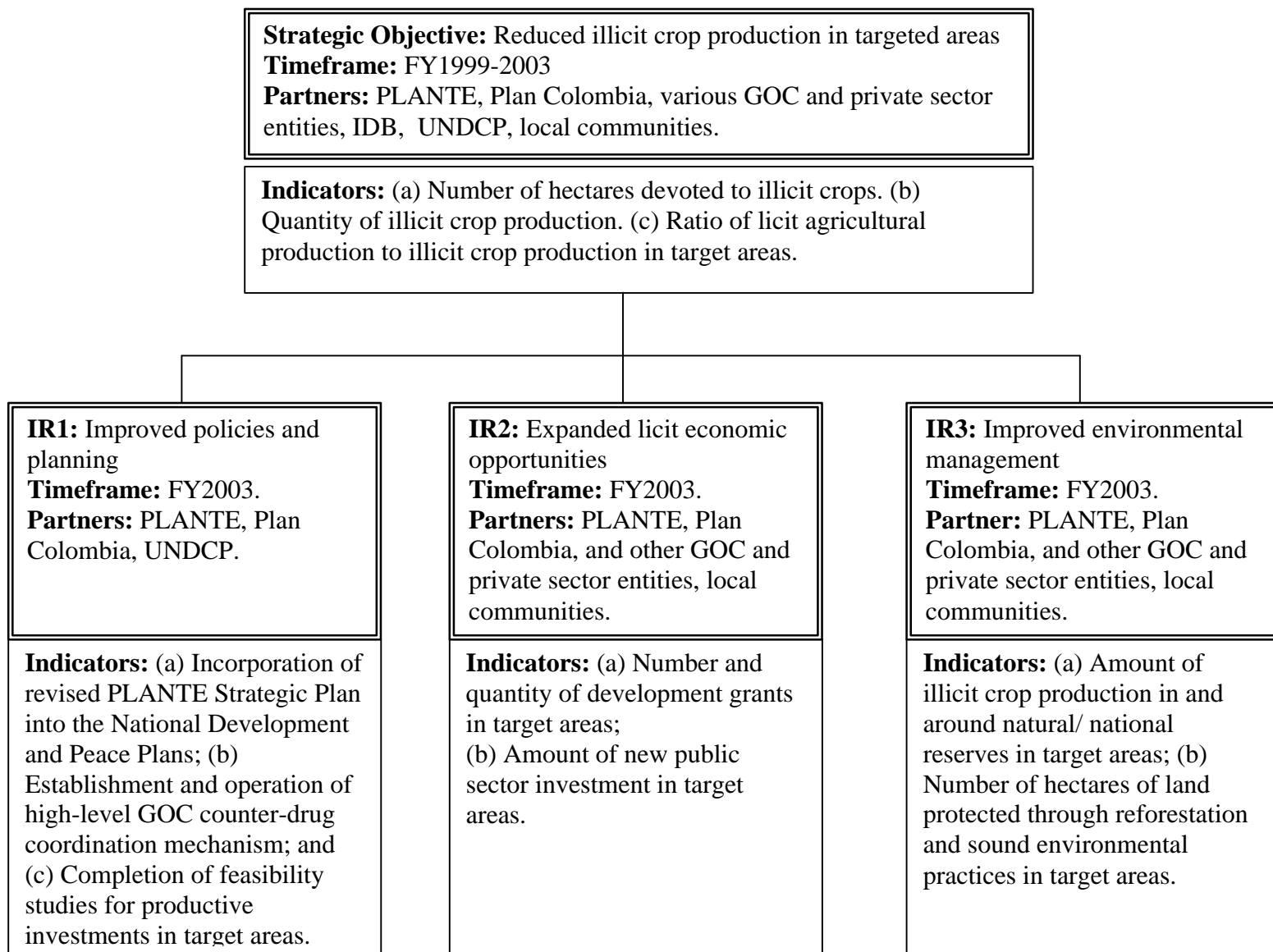
STRATEGIC OBJECTIVE: Improve the effectiveness of the Colombian Criminal Justice System APPROVED: 01/05/1993 REVISED: 05/11/98 COUNTRY/ORGANIZATION: USAID/Colombia			
RESULT NAME: Judges effectively using oral and modern judicial techniques			
INDICATOR: Norms mandating oral procedures at trial stage institutionalized			
UNIT OF MEASURE: Steps in the process of institutionalization of modern trial practices. Step reached Y= Yes, N= No	YEAR	PLANNED	ACTUAL
SOURCE: Superior Judicial Council.	1998	Judicial school restructured	Y
INDICATOR DESCRIPTION: This indicator measures the process of incorporation of effective and proven trial practices into the courts.	1999	Oral regulations developed and approved by the SJC. Regulations incorporated into training provided by the judicial school	
COMMENTS: These modern trial practices will include oral procedures, which in turn will determine how prosecutors and investigators present evidence. Since the practices have proven effective in the courts associated with the special units (see IR1), their implementation will imply effectiveness.	2000	Major aspects of a modified Criminal Procedure Code identified and agreed upon by the SJC and passed by Congress.	
	2001	Major modifications of Criminal procedure code implemented in 60% of circuit courts	
	2002	Modifications of Criminal procedure code implemented in 80% of circuit courts	
	2003	Modified procedures implemented in virtually all circuit courts	

STRATEGIC OBJECTIVE: Improve the effectiveness of the Colombian Criminal Justice System			
APPROVED: 01/05/1993 REVISED: 05/11/98			
COUNTRY/ORGANIZATION: USAID/Colombia			
RESULT NAME: More accessible justice system			
INDICATOR: Increased number of users attended at the houses of justice			
UNIT OF MEASURE: Number of users receiving services from the houses of justice	YEAR	PLANNED	ACTUAL
SOURCE: Ministry of Justice and Law - Department of Prevention and Conciliation	1998	70,000	164.000*
INDICATOR DESCRIPTION: This indicator measures the number of users who receive justice services at the houses of justice.	1999	75,000	
COMMENTS: In relation to the houses of justice, accessibility will be increased directly by 1) improving the houses of justice capacity to deliver services; and 2) by encouraging a greater demand through an information campaign. The number of users is taken from the seven houses operating at the end of 1997, although some did not operate during the complete year. Three were established during the final quarter. *Due to the extent to which the FY98 target was exceeded the target level for FY99 and beyond.	2000	80,000	
	2001	85,000	
	2002	90,000	
	2003	100,000	

STRATEGIC OBJECTIVE: Improve the effectiveness of the Colombian Criminal Justice System. APPROVED: 01/05/1993 REVISED: 05/11/98 COUNTRY/ORGANIZATION: USAID/Colombia			
RESULT NAME: More effective public defense system implemented			
INDICATOR: Public defender Office strengthened organizationally and operatively			
UNIT OF MEASURE: Steps in the process of reorganizing the Public Defense Office. Step reached: Y= Yes, N=No	YEAR	PLANNED	ACTUAL
SOURCE: Public Defenders Office	1998	Training unit established in PDO	Y
INDICATOR DESCRIPTION: To provide a more effective public defense system, a reorganization process will be implemented in order to offer a more stable and broader service. Toward this objective, a training unit will be created in the Public Defenders Office and the system by which the service of public defense is provided will be modified.	1999	Training program in operation. Design of an institutional strategic plan. Design of a public defenders personnel system.	
COMMENTS: It is assumed that as more public defenders receive appropriate training in modern defense skills and as the training unit provides more training as result of its strengthening, the public defense service will be more effective.	2000	Actions of institutional strategic plan initiated. Personnel system implemented.	
	2001	Design of a modified public defense system providing a more opportune defense service.	
	2002	Modified public defense service implemented	

STRATEGIC OBJECTIVE: Improve the effectiveness of the Colombian Criminal Justice System APPROVED: 01/05/1993 REVISED: 05/11/98 COUNTRY/ORGANIZATION: USAID/Colombia			
RESULT NAME: Civil society participating in public awareness program about the administration of justice system			
INDICATOR: Information on key justice issues effectively communicated to the community			
UNIT OF MEASURE: Introduction of new information program. Step achieved: Y= Yes, N= No	YEAR	PLANNED	ACTUAL
SOURCE: NGOs carrying out civic education programs	1998	Pilot civic education courses developed. (*)	Y*
INDICATOR DESCRIPTION: This indicator measures the extension of civic education programs. Public opinion on justice matters will continue to be channeled to justice institutions through the omnibus surveys, also to be used in the civic education courses to be developed ultimately for incorporation into school curricula.	1999	Courses introduced into schools and communities, through direct courses and through the houses of justice. Information channeled to officials by omnibus surveys	
COMMENTS: (*) A pilot education program was carried out in five cities. *Work here has been very important: Training seminars results: 306 multipliers with Corpodesa, 360 with F. Luis C. Galán, and 600 with Conciencia. This last experience will be replicated in all the city schools in Medellín in coordination with the Mayor's Office.	2000	Draft of revised civic education curriculum approved. The curriculum will be incorporated at the pilot municipal secretaries.	
	2001	Civic education courses integrated into school curricula	

B. SO 2: Alternative Development



Summary of SO2 – Alternative Development

USAID/Colombia's new Strategic Objective No. 2: "Reduced illicit crop production in targeted areas" seeks to reduce coca and poppy production through voluntary abandonment. Improved alternative, licit economic opportunities will be provided to ultimate customers in illicit crop-growing areas and for potential migrants into those areas, resulting in abandonment or prevention of coca and opium poppy cultivation and leading growers to cooperate in, or consent to, their elimination. USAID/Colombia's proposed FY 1999-2003 Strategic Plan estimates that virtually all 6,000 hectares of opium poppy and up to 40,000 hectares of coca presently in production will be permanently abandoned and/or eradicated through a combination of USAID-stimulated alternative licit economic opportunities and NAS-assisted Colombian National Police (CNP) eradication. This Strategic Objective supports U.S. national interests in law enforcement and the Summit of the Americas goal "Prevention and control of illicit narcotics consumption and trafficking and related crimes."

Progress toward achievement of the SO will be measured annually through three Intermediate Results (IRs)--IR1: "Improved policies and planning;" IR2: "Expanded licit economic opportunities; and IR3: "Improved environmental management." The direct clients of these SO activities are the 25,000 small farmer and migrant farm laborers who will benefit from licit alternative economic opportunities which will replace illicit crop production.

Summary Performance Statement

Not applicable, as FY1999 represents the first year of program implementation.

Performance over the Past Year Relative to Plans

A \$500,000 agreement was signed in September 1998 with the Colombian government to initiate planned activities in accordance with USAID/Colombia's FY 1999-2003 Strategic Plan. The Mission is currently designing the activity document and will obligate an additional \$5 million in late FY1999.

Expected Performance in FY 2000-2001

At least five productive investment activities will be underway (e.g., organic coffee, cacao, berries, African palm, potatoes), jointly financed with the key GOC partner PLANTE, Plan Colombia, the IDB, private sector investors, and local producer organizations. These activities will be implemented in three different geographic zones--two in coca producing areas and one in poppy--resulting in a projected reduction in coca planted by 20,000 hectares and in poppy planted by 5,000 hectares. Additionally, approximately \$5 million of development grants with community organizations, local enterprises, etc. for licit productive activities will be under implementation in these target areas. Progress will depend heavily on elements exogenous to USAID efforts, i.e., decrease in the high levels of violence and GOC attainment of a peace agreement with the guerrillas in the rural target areas.

STRATEGIC OBJECTIVE: Reduced illicit crop production in targeted areas			
APPROVED: Pending approval of USAID/Colombia FY1999-2003 Strategic Plan			
COUNTRY/ORGANIZATION: USAID/Colombia			
INDICATOR: Area devoted to illicit crops			
UNIT OF MEASURE: No. of hectares	YEAR	PLANNED	ACTUAL
SOURCE: PLANTE documentation, NAS	1999	Base	(c) 80,000 (p) 6,000
INDICATOR DESCRIPTION: Decline in the number of hectares of coca and poppy planted indicates success of forced (spraying) and voluntary (alternative economic opportunities) eradication.	2000	(c) 70,000 (p) 3,000	----
COMMENTS: (c) = coca (p) = poppy	2001	(c) 60,000 (p) 1,000	----
	2002	(c) 50,000 (p) 0	----
	2003	(c) 40,000 (p) 0	----

STRATEGIC OBJECTIVE: Reduced illicit crop production in targeted areas			
APPROVED: Pending approval of USAID/Colombia FY1999-2003 Strategic Plan			
COUNTRY/ORGANIZATION: USAID/Colombia			
RESULT NAME: Improved policies and planning			
INDICATOR: Feasibility studies for productive investments			
UNIT OF MEASURE: No. of studies	YEAR	PLANNED	ACTUAL
SOURCE: PLANTE documentation	1999	Base	0
INDICATOR DESCRIPTION: Based on regional development plans, feasibility studies will determine required investment and marketing linkages for sustainable alternative economic opportunities in targeted areas.	2000	5	----
COMMENTS:	2001	8	----
	2002	10	----
	2003	12	----

STRATEGIC OBJECTIVE: Reduced illicit crop production in targeted areas APPROVED: Pending approval of USAID/Colombia FY1999-2003 Strategic Plan COUNTRY/ORGANIZATION: USAID/Colombia			
RESULT NAME: Expanded licit economic opportunities			
INDICATOR: Development grants in targeted areas			
UNIT OF MEASURE: U.S. dollar equivalents (in millions)	YEAR	PLANNED	ACTUAL
SOURCE: PLANTE documentation	1999	Base	0
INDICATOR DESCRIPTION: Amount of development grants provided by PLANTE to community organizations, local enterprises, etc. for productive activities will indicate the degree of introduction of licit economic opportunities in targeted areas.	2000	2.0	----
COMMENTS:	2001	5.0	----
	2002	9.0	----
	2003	14.0	----

STRATEGIC OBJECTIVE NO. 2: Reduced illicit crop production in targeted areas			
APPROVED: being reviewed in AID/W REVISED: COUNTRY/ORGANIZATION: Colombia/USAID			
INTERMEDIATE RESULT NAME: Improved environmental management			
INDICATOR 4: Area of illicit crops in and around natural/national reserves			
UNIT OF MEASURE: No. of hectares SOURCE: Plante documentation INDICATOR DESCRIPTION: Decline in number of hectares in and around reserves dedicated to illicit crop production indicates effective agro-forestry and forest management activities. COMMENTS: Estimates for area in and around parks/reserves planted to coca and poppy: 40% of poppy plantings (2,400 hec.) and 10% of coca plantings (8,000 hec.). These estimates need to be confirmed.	YEAR	PLANNED	ACTUAL
	1999	Base	0
	2000	10,400	----
	2001	9,000	----
	2002	6,200	----
	2003	4,000	----

C. SpO 1: Environment

<p>Special Objective: Americas Fund operating effectively</p> <p>Timeframe: FY1999-2001</p> <p>Partners: Department of National Planning, Ministry of Environment, The Nature Conservancy, Prosierra Foundation, Natura Foundation, and Washington EAI Board.</p>
<p>Indicators: (a) New Bilateral Agreement signed; (b) Long-term strategy for Fund administration prepared; (c) Direct program management by Colombia Americas Fund Administrative Council established; (d) Tropical Forest Initiative (TFI) effectively incorporated; and (e) Number of projects financed.</p>

Summary of SpO 1 – Environment

Under USAID/Colombia's new five-year (FY 1999-2003) Strategic Plan, the former Special Objective 1: "Improve Management of Environmental Endowments" is restated as "Americas Trust Fund Operational." This revised SpO will be implemented over the next three years (FY 1999-2001). The new GOC administration has agreed to renegotiate the terms of the Enterprise for the Americas Initiative (EAI) Bilateral Agreement in order to reform its administrative structure and is preparing a proposal for a negotiating agenda. Under the revised SpO, USAID/Colombia will continue to monitor USAID/Washington-funded environmental and biological diversity activities in Colombia to ensure appropriate program coordination and leverage with the Americas Fund. In addition, the 1998 legislation creating the Tropical Forests Initiative (TFI) mandates the management of the TFI through the EAI Board. The GOC will seek inclusion in this new debt-for-nature program and the Americas Fund Administrative Council will manage both the EAI and the TFI Funds here. The revised SpO supports Summit of the Americas Objective 4: "Guaranteeing Sustainable Development and the Conservation of Our Environment for Future Generations."

Summary Performance Statement

Colombia is of critical importance from a world environmental perspective, often referred to as a "mega-biodiversity" country. A clear, visible commitment by the GOC to the environment is the fact that it has incurred loans in excess of \$220 million from the World Bank and the IDB for environmental protection activities. Similarly, the private sector has invested \$500 million in new equipment to comply with higher GOC and international environmental standards. The last two Ministers of Environment have demonstrated strong support for environmental protection.

Within the Enterprise for the Americas Initiative, the USG signed an agreement with the GOC in 1993 to establish the Americas Fund, which is to provide competitive grant financing for plans, programs, and projects implemented by non-governmental organizations (NGOs) independently or in coordination with public entities. In order to implement the activities under this agreement, a private, non-profit corporation, Ecofondo, was created by the GOC and Colombian environmental NGOs.

In spite of USAID/Colombia funding in 1996 to help Ecofondo improve its administrative and management capabilities, the corporation has not been able to produce a satisfactory strategic and financial plan, and no new projects have been approved or presented for consideration since late 1997. Thus, the Americas Fund remained paralyzed while USAID/Colombia continued to push for re-negotiation of the agreement based on a still-to-be-submitted proposal from the GOC. Monitoring of USAID/Washington-funded environmental and biological diversity activities in Colombia continued.

Performance over the Past Year Relative to Plans

USAID/Colombia's self-assessment of this environment SpO is that it has failed to meet expectations. During the R4 period, two IRs were monitored. Performance under the first IR

“The Americas Fund operating effectively according to a strategic plan” is described below. The second IR “Productive institutional links established between U.S. and Colombian public and private environmental institutions” produced no results, and, therefore, has been eliminated under the revised SpO.

As noted in the Summary Performance Table, an October 1997 financial and administrative analysis confirmed continuing severe deficiencies in the implementing NGO (Ecofondo). In consultation with key partners, and with the Ambassador’s full support, the USAID Director invoked the consultation provisions of the 1993 Bilateral Agreement and informed the GOC in early 1998 that the Bilateral Agreement needs to be renegotiated in order to create new financial and management structures. No progress was made before the June 1998 elections of a new GOC, which took office in August and was fully briefed in September. The GOC fully agrees with the negotiation need and submitted a proposal for a restructuring of the Colombia Americas Fund. This will be submitted to the EAI Board and negotiations should commence in mid-1999.

Under USAID/Colombia’s new Strategic Plan, this revised SpO has been more narrowly focussed on the fundamental need to operationalize the Fund. The USAID Director will continue to be the USG representative to the Colombia Americas Fund Administrative Council. In view of USAID/Colombia’s environmental development programming and monitoring experience, it will continue to take the lead in converting the Americas Fund into an effective development mechanism. USAID/Colombia has prepared a draft of a new Bilateral Agreement that would separate control of the Fund’s principal from the administration of the Fund’s income; establish the Fund as a permanent rather than a draw-down fund; and require the Administrative Council to establish a clear, long-term strategy for the Fund and assume direct management of the program.

In addition, monitoring of the following USAID/Washington-funded environmental and biological diversity activities in Colombia are ongoing under this revised SpO. They include: 1) Parks-in-Peril program, administered by The Nature Conservancy (TNC), in which evaluation score cards, indicators and results of activities in four Colombian national parks are prepared by TNC, reviewed by USAID/Colombia, and reported under the LAC Regional Program; 2) Biodiversity Program which funds three migratory bird projects in coffee growing zones and Pacific jungle areas in which USAID/Colombia maintains permanent monitoring contact with the NGOs implementing these projects; and 3) Global Bureau financial support to the core program of the International Center for Tropical Agriculture (CIAT) in Cali, in which USAID/Colombia participates in Global’s approval process. Mission contacts and experience with Parks in Peril and CIAT will link to IR3 under SO2, “Improved environmental management,” and specific linkages with CIAT and the Colombian National Park Service will be developed for the Alternative Development SO.

Expected Progress in FY 2000-2001

- As a consequence of the renegotiation process, the two governments will have signed a new Bilateral Agreement that will clearly define program objectives and procedures, including the internal by-laws of the new Administrative Council. The Council will

produce its own set of project selection criteria, its program for management and administration of EAI funds, and the evaluation and monitoring system for projects funded under the new agreement, and through a minimal staff, will directly manage the program.

- Forty new projects in environment and child survival will have been approved and will be in the implementation phase.
- A new administrative system for the Americas Fund will have been established and the capacity to implement the Fund will have been institutionalized as a guarantee for the long-term sustainability of the program. Once the original EAI payment schedule ends, the new administrative organization will be able to continually manage the program without the participation of a USG representative on the Board.
- The Colombian Government's participation in the TFI will be negotiated and established with a TFI/Colombia fund operating and the management and administration of grants will be the responsibility of the same Administrative Council as the EAI Americas Fund.
- USAID/Colombia will continue to support centrally-funded and Global Bureau USAID environmental activities in Colombia.

SPECIAL OBJECTIVE: Improve management of environmental endowments and other natural resources funding mechanisms to ensure long-term, sustainable financing. APPROVED: Colombia Action Plan FY 96-97 5/9/95 COUNTRY/ORGANIZATION: USAID/Colombia			
RESULT NAME: The Americas Fund operating effectively according to a strategic plan.			
INDICATOR: Administrative mechanisms in place for management of the Americas Fund and projects approved.			
UNIT OF MEASURE: Documents and projects (units and value in \$ thousands).	YEAR	PLANNED	ACTUAL
SOURCE: EAI Administrative Council and USAID/Colombia record.	1993		Debt reduction Agreement; Fund Admin. Agreement
INDICATOR DESCRIPTION: Fundamental agreements and regulations and environment and/or child survival projects approved.	1996		9 projects, \$597
COMMENTS: The process to negotiate the bilateral Agreement, and developing revised financial and management structures, has produced a de facto frozen of the EAI program in 1998. A final solution has not been accomplished with either former GOC Administration nor with the Administration that started in August 1998. The targets have been adjusted to reflect these delays.	1997		38 projects, \$809
	1998	New Bilateral Agreement signed and Council constituted (Dec. 1998) 20 projects, \$3,500	Unmet
	1999	New by-laws and project selection criteria approved (March 1999) 20 projects, \$6,000	
	2000	60 projects, \$6,000	
	2001	40 projects, \$6,000	
	2002	30 projects, \$6,000	
	2003	30 projects, \$6,000	

D. SPO 2: Earthquake Reconstruction

Special Objective: Earthquake Reconstruction

Timeframe: FY1999-2001

Partners: Fundación para la Educación Superior (FES), U.S. Army Corps of Engineers, TBD (Global Bureau SUM IQC), Instituto Colombiano de Bienestar Familiar (ICBF), Ministry of Education, Federación de Cafeteros

Indicator: (a) Stabilization of a mountainside near the City of Pereira preventing destruction of the city aqueduct. (b) Number of houses, health posts and schools reconstructed.

Summary of SpO 2 – Earthquake Reconstruction

USAID/Colombia's new Special Objective 2, Earthquake reconstruction," will assist GOC efforts to provide relief to the victims of the devastating 6.0 magnitude earthquake that hit the heart of Colombia's coffee region on January 25, 1999. Over 900 people were killed, some 4,000 injured and total of approximately 425,000 people were affected. Hardest hit was Armenia, the capital city of Quindio Department, with a population of 300,000, where an estimated 37,000 families (approximately 185,000 people) were left homeless. In the neighboring city of Pereira, with a population of 450,000, an additional 3,000 families lost their homes. Additionally, a section of mountain adjacent to Pereira's principal aqueduct has been weakened and is in danger of collapse, in which case the city's water supply would be cut off for at least six months, leaving 500,000 persons without a potable water supply. SpO2 supports the US national interest of "humanitarian response" and will help contribute to the difficult process of long-term reconstruction. A supplemental appropriation of \$10 million has been requested from the U.S. Congress in FY1999. ESF will be provided for the Pereira mountainside stabilization activity.

No Intermediate Results (IRs) are required to support this SpO. Rather, progress will be measured through two SpO-level indicators: 1) the number of houses, health posts and schools reconstructed; and 2) Effective stabilization of the mountainside in Pereira. Ultimate customers include the homeless urban populations of Armenia; the entire population of Pereira, which relies on the aqueduct for supply of its water system; school children and their parents in Armenia; and the ultimate customers of health posts in Armenia.

Summary Performance Statement

Almost immediately following the disaster, USAID's Office of Foreign Disaster Assistance (OFDA) responded to USAID/Colombia's call for help by providing search and rescue teams to the area and emergency relief for immediate needs (food, water, temporary shelter, health). They provided the following emergency humanitarian supplies: 100 rolls of plastic sheeting (temporary shelter material for 1,000 families); 8,000 polyester blankets; 165 cases of Meals Ready to Eat (12 MREs per case); 1,980 gallons of bottled water; and 8,460 pre-packaged daily food rations (Humanitarian Daily Rations – HDRs).

After the immediate emergency phase, USAID/OFDA team members in the affected region began efforts to support two pilot programs in Armenia and the nearby town of Barcelona. In Barcelona, USAID/OFDA provided plastic sheeting and technical assistance for the construction of a center to be used for a variety of childcare options for families. The programs were administered by the Colombian Institute for Family Well-being (ICBF) and included foster care for orphaned children and community-based day care for families with children. The structures built with USAID/OFDA plastic sheeting allowed families and foster families to take advantage of these existing ICBF programs, which allowed parents to return to work with assurances that their children were being well cared for.

The second pilot program supported by USAID/OFDA was the creation of community kitchens in the most severely impacted sections of Armenia. USAID/OFDA plastic sheeting and

technical assistance was used to construct six community kitchens administered by the local Catholic parish, which helped to ensure that the most affected populations received adequate supplies of food for immediate consumption and which will also serve as artisan workshops.

Additionally, USAID/OFDA undertook the following activities on an emergency basis in Armenia:

- Provided plastic sheeting and technical assistance in the construction of 200 temporary shelter units for families in Barrio La Union;
- Working together with a local Boy Scouts unit, provided plastic sheeting and blankets to improve conditions within an exposition center that the City of Armenia used as a temporary shelter;
- Plastic sheeting was provided to the Fire Department of Armenia for the construction of temporary facilities to replace destroyed fire stations;
- In the municipality of Cordoba, plastic sheeting was provided for the construction of 225 temporary shelter units for homeless families in the Batallon Cisneros;
- Plastic sheeting was provided for the construction of 13 temporary shelter units to house additional Colombian Army troops brought in to support relief activities;
- In coordination with the Federation of Coffee Growers, plastic sheeting was provided for the provisional repair of homes, as well as repairs to the individual processing facilities used by small coffee producers. A total of 1,041 homes, 40 living quarters for laborers and 590 small processing facilities were repaired.

All of these short-term emergency response programs helped to ease the suffering of thousands of residents of in affected areas. Medium and long-term assistance must now be provided if the USG is to adequately respond to urgent reconstruction/rehabilitation needs of the affected populations. Permanent and appropriate shelter solutions are needed, as well as funding for rehabilitation of other infrastructure, such as the stabilization of the section of the mountain threatening Pereira and the repair of damaged sewage systems in Pereira and Armenia.

Performance over the Past Year Relative to Plans

Not applicable as this is a new SpO that responds to the January, 1999 earthquake.

Expected Progress in FY 1999-2001

USAID/Colombia will design and implement the following activities:

Strengthening of Micro-Zoning for Reconstruction Planning

USAID/OFDA funds will provide support to strengthen the already solid technical field capabilities of the Los Andes University in their work with the Municipality of Armenia, the Colombian Association of Seismic Engineers and other local institutions to conduct a study that will result in a detailed micro-zoning document. The study will be closely coordinated with local government officials and will become the basis of Armenia's reconstruction plan.

Workshops on Appropriate Construction with Local Materials

USAID/Colombia, using USAID/OFDA funds, will fund a program through the Colombian Association of Seismic Engineers that will take advantage of recent experience in appropriate earthquake-resistant uses of local construction materials. The program will work to ensure that appropriate uses of local materials become part of existing norms and deregulation in the Colombia Building Code. Prototype structures will be developed that utilize local materials, and workshops will be conducted to teach appropriate construction and maintenance techniques to communities and builders using local materials.

Construction of Prefabricated Community Homes

ICBF funds a variety of programs aimed at supporting the physical, psychological and social development of children under seven years of age who live in extreme poverty. These programs work through neighborhood women who provide childcare within their homes, many of whom lost their homes in the earthquake, rendering ICBF programs inoperative. To reestablish these important programs, USAID/OFDA will fund ICBF to contract local builders to construct "Community Homes." The homes will provide a clean, dignified and appropriate space, thereby enabling ICBF programs to resume.

Materials Banks for the Rehabilitation of Schools and Other Vital Community Centers

Throughout the affected area, many schools, community centers, and other important community buildings suffered serious damage. To help meet the need for construction of materials, USAID/Colombia and USAID/OFDA will work with the Foundation for Higher Education (FES) to create a "Materials Bank." The Bank will include basic construction materials such as zinc sheets for roofing, wood and possibly cement. Materials will be provided in exchange for transportation and labor provided by the beneficiaries. Designs for structures will conform to earthquake-resistant guidance and prototypes developed through the USAID/OFDA supported activities of the Colombian Association of Seismic Engineers and, where possible, participants will attend workshops on appropriate construction techniques.

Reinforcement of hillside in Pereira

USAID/OFDA will fund a team of four experts from the U.S. Army Corps of Engineers to perform an analysis of a slope which is feared may collapse on the city's aqueduct – which supplies the city's 500,000 residents with potable water. The team will analyze and evaluate the conditions of the landslide, make recommendations on a course of remedial actions to prevent loss of the city's water supply, and generate sufficient information to execute Phase II (preparation of plans and specifications for a construction contract) and Phase III (contracting with Colombian counterparts to perform the work required). The team will consist of a landslide specialist, a geophysicist, a soils engineer and a Project Manager, who will complete their work in May 1999. USAID/Colombia will then contract with the Corps for Phases II and III. The stabilization structures are expected to be completed by September this year for which the amount of \$2,000,000 (ESF) can be obligated in May 1999.

Construction of homes, schools and health Posts

A supplemental appropriation in the amount of \$50 million was requested by Embassy Bogota and USAID/Colombia for the construction of single family homes and community schools and health posts. \$10 million was sought by the Administration and is pending congressional approval. In Armenia, an estimated 37,000 families were left homeless and in Pereira 3,000 families lost their homes. Of these, approximately one-third, or about 12,000 homes, were occupied by poor families. The requested supplemental will be utilized to construct low-income houses utilizing a sites and services or progressive construction approach. It is estimated that total cost to build 1,000 low-income housing units will be approximately \$7 million; units will have an average of 35 square meters of construction and an 80 square meter lot. It is also expected that eight health posts and ten primary schools will be reconstructed. The total cost of reconstruction is estimated at \$1.5 million. All USG reconstruction efforts will be in accordance with municipal zoning requirements and seismic codes, which will be fully developed over the next four to six months.

OBJECTIVE: Earthquake Reconstruction			
APPROVED: Pending approval of USAID/Colombia FY1999-2003 Strategic Plan			
COUNTRY/ORGANIZATION: USAID/Colombia			
RESULT NAME: Earthquake Reconstruction			
INDICATOR: Stabilization of a mountainside in the City of Pereira preventing destruction of a city aqueduct.			
UNIT OF MEASURE: Yes/No	YEAR	PLANNED	ACTUAL
SOURCE: Partner reports/Field visits			
INDICATOR DESCRIPTION: An indicator of yes/no, or whether or not the stabilization was successful in preventing the collapse of a fragile mountainside in the City of Pereira and the subsequent destruction of an aqueduct providing water for 500,000 inhabitants for an estimated time of six months.	1999	N	
	2000	Y	
COMMENTS:			

OBJECTIVE: Earthquake Reconstruction			
APPROVED: Pending approval of USAID/Colombia FY1999-2003 Strategic Plan			
COUNTRY/ORGANIZATION: USAID/Colombia			
RESULT NAME: Earthquake Reconstruction			
INDICATOR: Number of homes, health posts and primary schools reconstructed.			
UNIT OF MEASURE: Number of buildings per year.	YEAR	PLANNED	ACTUAL
SOURCE: Partner Reports/Field Visits			
INDICATOR DESCRIPTION:			
COMMENTS:			
Number of homes reconstructed	1999	0	
	2000	500	
	2001	500	
Number of primary schools reconstructed	1999	0	
	2000	5	
	2001	5	
Number of community health posts reconstructed	1999	0	
	2000	4	
	2001	4	

PART III: RESOURCE REQUEST

The USAID/Colombia resource request is based on the U.S. foreign policy priorities as articulated in the U.S. Mission Program Plan (MPP). Funding requests to combat the production and trafficking in illicit drugs; and to protect human rights and reform the justice system have been included in this R4, considering the special interest of the U.S. in these areas. In addition, funding for environment and for earthquake reconstruction has also been contemplated by USAID/Colombia.

A. Program Resource Levels

1. Financial Plan

SO1 – Democracy and Human Rights

For SO1, funding needs exceed the control levels presented by USAID/Washington by \$2 million (i.e. Mission requests a minimum of \$2 million in ESF for justice activities and \$1 million in ESF for human rights activities vs. a \$1 million ESF control level). At the present time, the Mission has been informed that only \$1 million will be assigned for planned human activities. However, an additional \$2 ESF million is requested for justice and other democracy-related activities in FY 1999. The previous year's R4 did not include a request for additional funding for democracy beyond FY 1998, in view of the originally planned Mission close-out date of September 30, 1999.

The \$2 million ESF for democracy will be critical to continue USAID/Colombia support for planned expansion of democracy. These include the creation of judicial hearing rooms, houses of justice, training in effective investigative and prosecutorial techniques, and the modernization of the information systems of the Public Defender Office. If USAID/Colombia does not receive \$2 million in FY99, its planned democracy activities would have to be put on hold and achievement targets for FY 1999 and out years would have to be adjusted accordingly. For FY 2000, \$4.5 will be required (vs. a control level of \$4 million) in order to consolidate the existing hearing rooms and create new ones and for the training of justice operators in oral procedures. For FY 2001, the control level assigned (\$4 million) is considered adequate.

In relation to the pipelines at the end of FY 1999, 2000 and 2001, these depend on the final funding amounts received in FY99. Assuming that the Mission receives full funding at its request levels for FY 1999, the pipeline will cover planned expenditures for only four months (through January, 2000). Thus, the Mission would require an early obligation of funds in FY 2000 to continue with the planned activities that year. The pipelines for FY 2000 and 2001 are for only five months. These pipelines are below the one-year level recommended in the Agency forward funding guidelines and are not consistent with the six-month level that the LAC Bureau recommends for planning purposes. If the Mission is required to comply with Agency forward funding guidelines and/or LAC Bureau guidance, at least \$5 million would be required in FYs 1999, 2000 and 2001.

With respect to planned human rights activities, USAID/Colombia requires additional funds for FY 2000 and 2001 if it is to consolidate activities initiated in FY 1999 to strengthen the Vice-President's Office (High Counselor for Human Rights), the Human Rights Ombudsman Office,

and the Attorney General and Prosecutor General's Human Rights Units. The most important task during these years will be the coordination and linkage of the information systems, which will be centralized in the human rights network.

SO2 – Reduce Illicit Crop Production

In accordance with USAID/Colombia's FY 1999-2003 Strategic Plan, \$25 million in INC funds will be required for this SO over the plan period. Mission considers that the funding level assigned by USAID/Washington in FY 1999 for SO2 (\$5 million INC) is reasonable to initiate activities. The expenditures projected for FY 1999 will provide a pipeline for almost 10 additional months, which is below the one year level recommended in Agency guidelines, but is consistent with LAC Bureau guidance. For FYs 2000 and 2001, the funding levels proposed are also considered sufficient (\$5 million INC each year) to expand activities and to achieve planned targets. The pipeline at the end of FY 2000 would permit the coverage of planned expenditures for approximately nine months (through June 2001); and the pipeline as of September 30, 2001, would cover expenditures for six additional months (through March 2002). Although the pipelines at the end of FY 2000 and 2001 would not comply with Agency forward funding guideline, they would also be consistent with LAC Bureau policy. The expected pipelines at the end of FY 1999, 2000 and 2001 would permit USAID/Colombia to do without emergency funds during the first quarter of each respective fiscal year. If the Mission were to be forced to comply with Agency's forward funding guideline, \$6 million INC in FY 2000 and FY 2001 would be needed.

SpO1 - Environment

This SpO is being revised in FY 1999. The expected results would be achieved through FY 2003 with the minimal amount of \$600,000 in DA. The new GOC has agreed to renegotiate the terms of the bilateral agreement to reform the administrative structure and to develop and present a proposal for an agenda. The Mission is optimistic that significant progress in the renegotiation of the agreement can be made in FY 1999, with a new structure for the environmental trust funds in place in FY 2000. Fund in the amount of \$250,000 will be requested in FY 2000 and \$150,000 in FY 2001 to continue the negotiation and restructuring process and to implement planned activities.

SpO2 - Earthquake Reconstruction

For this SpO, \$10 million in ESF funds are required in FY 1999, in addition to the \$2 million in ESF already confirmed by USAID/Washington for the protection of the potable water system in Pereira. The earthquake left some 35,000-40,000 families homeless, and destroyed approximately 80 percent of primary schools and health posts in Armenia and Pereira. These additional funds (\$10 million) will be used to finance the reconstruction of 1,000 low-income housing units, including services (water, electricity and sewage), 6 primary schools and 8 health posts in the cities of Armenia and Pereira. The beneficiaries of this assistance would be poor residents and school-aged children. This SpO is expected to end in FY 2001 and no additional funds will be required.

The following table outlines the comparison of USAID/Washington control levels, Mission request levels, and the funding levels necessary to comply with Agency forward funding guidance.

Sos & SpOS	Approp.	FY 1999			FY 2000				FY 2001			
		USAID/W Control Level	Mission Request	Diff.	USAID/W Control Level	Mission Request	Diff.	Request Pipeline 12 months	USAID/W Control Level	Mission Request	Diff.	Request Pipeline 12 months
SO1-DEM	ESF	-	2,000	(2,000)	4,000	4,500	(500)	5,000	4,000	4,000	-	5,000
SO1-HR	ESF	1,000	1,000	-	-	1,000	(1,000)	1,000	-	1,000	(1,000)	1,000
SO2	INC	5,000	5,000	-	5,000	5,000	-	6,000	5,000	5,000	-	6,000
SpO1	DA	-	-	-	-	250	(250)	250	-	150	(150)	150
SpO2	ESF	2,000	12,000	(10,000)	-	-	-	-	-	-	-	-
TOTAL		8,000	20,000	(12,000)	9,000	10,750	(1,750)	12,250	9,000	10,150	(1,150)	12,150

Tables I.a, I.b, and I.c present USAID/Washington control levels for USAID/Colombia's SOs and SpOs for FY 1999, 2000 and 2001, respectively.

REPLACE TABLE(s) I WITH THIS PAGE

Prioritization of Objectives

USAID/Colombia presents the following ranking for its ongoing SOs:

<u>Rank</u>	<u>Abbreviated SO title</u>
1	SO2: Alternative Development
2	SO1: Democracy and Human Rights
3	SpO2: Earthquake Reconstruction
4	SpO1: Environment

In accordance with the International Affairs Strategic Plan (IASP) and the U.S. Mission Program Plan (MPP), SO2, "Illicit crop production reduced in target areas," has been ranked first in strategic importance. This SO alone was viewed as sufficient justify for the extension of the USAID/Colombia program through September 30, 2003. The SO support one of the highest USG foreign policy goals, which to reduce and eventually eliminate the flow of illicit narcotics into the United States. The more immediate goal in the USAID/Colombia 1999-2003 Strategic Plan is to assist Colombia to significantly reduce the production of illicit crops. USAID has experienced enormous success in Peru and Bolivia with their respective alternative development programs. This success, however, has had the effect of concentrating illicit production in Colombia. U.S. counternarcotics efforts have had limited success in Colombia due to the absence of the important alternative development element. This new objective was defined in FY1998 in response to President Pastrana's inauguration in August 1998, at which time U.S.-Colombia relations were reestablished, promising progress on illicit drug eradication. The USAID/Colombia strategy seeks to introduce or improve alternative, licit economic opportunities for those populations living in the coca-and-poppy-growing areas and for potential migrants into those areas. The desired result is voluntary abandonment or the prevention of coca and opium poppy cultivation. Thus, producers of illicit crops would be expected to cooperate in, or consent to, the elimination of their illicit crops. The activities carried out under this SO will contribute to more environmentally sound production in the target areas.

SO2, "Democracy strengthened and human rights protection increased," has been ranked second in strategic priority. Last year, a new component related to human rights was included under this SO in order to assist renewed efforts of the Pastrana government in this area. The new government has made important efforts to improve human rights protection and to advance the peace process. The Human Rights Counselor's Office has been created under the direction of the Vice-President to set overall human rights policy, as well as to serve as the liaison with the local office of the United Nations High Commissioner for Human Rights and other international human rights organizations. USAID/Colombia will support the reduction of the impunity from prosecution of human rights violators, and will strengthen the capacity of private human rights NGOs. In democracy, USAID/Colombia will continue to work with key partners in the public and private sectors in the areas of justice sector policy dialogue; justice sector legislative and policy reform, increased access to justice; and the achievement of peace. Under this SO, progress has been achieved in the areas of access creation and more effective investigative and prosecutorial techniques, however, the introduction of a full accusatory system has not been

completely met due to political factors. Human rights targets will be measured beginning in FY 1999.

SpO1, “The Americas Fund operating effectively,” has been ranked third. USAID/Colombia is also reviewing this SpO in order to improve the operation of The Americas Initiatives trust fund to support environmental management and the protection of Colombia’s rich and globally important biodiversity. Unless the indicators under this SpO show that it did not meet the performance target expected through FY98, USAID/Colombia will continue efforts to consolidate an NGO managing Colombia’s Enterprise for the Americas Trust Fund enabling this NGO to achieve full financial self-sufficient by September 30, 2003. In addition, USAID/Colombia seeks to play a more active role in the support of environmental development in Colombia.

SpO2, “Earthquake Reconstruction,” has been ranked fourth. This SpO was created in FY 1999 in response to the devastating earthquake experienced on January 25, 1999, in Colombia’s coffee-growing region. The earthquake left over 900 people dead, some 4,000 injured and approximately 425,000 people were affected. The earthquake affected a valley wall above the city of Pereira, where an unstable slope now threatens the potable water supply for residents of Pereira and the neighboring city of Dos Quebradas, as well as the hydropower plant that provides them with electricity. With the seasonal rains lasting through October, a single substantial landslide could move enough soil and rock downhill to cover the water pipe and cut off the flow of water to the hydropower plant and the city water works. This SpO seeks to protect the hydropower plant and the source of potable water for both cities. With additional funds, this SpO could also support the reconstruction of houses, health posts and schools.

Finally, the allocation of resources among SOs and SpOs is consistent with priorities established in USAID/Colombia’s FY1999-FY2003 Strategic Plan. The funding levels requested in the present R4 are essential to ensure the continuation and strengthening of programs, and will serve as an important incentive to attract other donor investments.

2. LINKAGE WITH CENTRALLY FUNDED MECHANISMS

USAID/Colombia does not anticipate services and support from Global Bureau contracts and cooperative agreements for FYs 2000 and 2001.

B. Workforce and OE Levels

1. OE Request

Overview

OE request levels increase from a level of \$ 1.2 million in FY 1999 to \$ 1.377 million in FY 2000 and \$ 1.47 million in FY 2001. The OE level approved for USAID/Colombia for FY 1999 is \$1.264 million, which already exceeds the \$1.2 million target for FY 2000-2001. The request levels for FYs 2000 and 2001 exceed the target levels, in part due to inflation, but more importantly, to a significant expansion of USAID/Colombia's program, which will require corresponding increases in Mission staffing and related OE costs. Additional staff will be needed to manage the implementation of planned activities in human rights, alternative development and earthquake reconstruction. Thus, USAID/Colombia staff will increase to a total of 28 in FY1999 (including two new FSN positions for earthquake reconstruction, which have not been approved). Staff levels will remain at 28 in FY 2000. In FY 2001, staffing levels will drop to 27 positions, as the two earthquake specialist positions will no longer be needed, but an additional USDH position will be added to reinforce Alternative Development program implementation.

FY 2000-2001 Operating Expense Budgets

FY	Target	Request	Difference
2000	\$1,200,000	\$1,377,000	\$177,000
2001	\$1,200,000	\$1,470,000	\$270,000

FY 1999

The increase in the FY 1999 OE budget is due to staff increases, principally the addition of two USPSC local hires, as well as a new USDH Program Officer who is scheduled to arrive in May. Additionally, funds have been budgeted for the physical expansion of USAID office space and corresponding increases in ICASS-related costs.

FY 2000

Additional OE funding will be required for the following:

- 1) Increased FSNDH and FSNPSC costs as a result of regular salary increases arising from inflation. These adjustments will adhere to Embassy FSN personnel policy, in accordance with Colombian Labor Law(s).
- 2) Full funding of a local hire USPSC.
- 3) Full funding for the second USDH (Program Officer).

- 4) Staff training, particularly in the areas of contracts management and all aspects of reengineering. These costs have been aligned in accordance with planned increased staffing levels.
- 5) Travel costs for regional (Lima-based) RCO, RLA, CONT and EXO services and other additional external TDY assistance that may be required by the Mission until such time as it is fully staffed.
- 6) Increased ICASS costs resulting from increased staffing.
- 7) Purchase of a new vehicle to replace the Mission's 1992 Chevrolet Suburban. The cost of armor has been included in accordance with post security requirements.
- 8) Costs related to the transfer and replacement of the USAID/Colombia Director.

FY 2001

Increases in FY 2001 are based on the following:

- 1) Costs related to the departure and replacement of the Mission's USDH Program Officer, unless that person extends for a third year.
- 2) Salary and other salary-related costs associated with the hiring of a USDH Agriculture Officer (Alternative Development).
- 3) Educational allowances for two new USDHs, including the required, one time, up front school entry fee. Budget calculations are based on families with two school-aged children.
- 4) LQA, including utilities, for the third USDH.
- 5) Temporary quarters allowances for two new USDHs.
- 6) Expenses for the transfer of outgoing/incoming USDH staff.
- 7) Freight costs for incoming USDH staff.
- 8) Annual increases in ICASS and related costs.

Exchange Rate

The estimated exchange rates used in computations are as follows:

FY 1999 Ps. 1,580 to \$ 1.00

FY 2000 Ps. 1,800 to \$ 1.00

FY 2001 Ps. 2,080 to \$ 1.00

2. OE Budget and its Impact on the USAID/Colombia Program

A failure to fund the cost of post assignment changes could conceivably leave the Mission without a Director, Program Officer or an Agriculture Officer in FY 2001, a situation which, needless to say, would have a very negative impact on program implementation for a small mission like USAID/Colombia. The addition of a USDH in FY 2001 to support the alternative development program also contributes significantly to increased costs in FY 2001.

3. Workforce Request

Given the sharp expansion in USAID/Colombia's development program, the Mission received approval in FY 1999 to increase its total staff to from 18 to 26 (adding a second USDH Program Officer, two USPSC external hires, two USPSC local hires, and three additional FSNs, one of which (voucher examiner) has USAID/W approval, but has yet to be approved by the U.S. Ambassador). Of these eight additional positions, three (the USPSC external hires and an FSN) are program funded, while the remaining five positions are OE funded. If the additional funding (\$10 million) is approved for earthquake reconstruction as proposed herein under the proposed SpO 1, the Mission will require an additional two FSNPSC positions and has included these in the workforce tables, which would bring the total staff to 28 in FY1999.

Included in the total proposed positions are four positions (one U.S. citizen hire and three FSNPSCs) occupied by the Overseas Prosecutorial Development Assistance and Training (OPDAT) office of the Department of Justice (DOJ), under a 632b interagency agreement. One of the three FSN positions has not been filled.

Upon receipt of impending earthquake reconstruction funds, the Mission expects to request an additional two FSN positions that would be program funded in FY 1999 and FY 2000, the life of the program. These positions are included in the workforce tables for the FY 1999 estimate and for the FY 2000 request, which brings the total workforce request level to 28 positions for the two years. The Mission expects to receive \$10 million for earthquake related reconstruction. Given the current staffing levels, the mission would be unable to accommodate even the minimal level of \$10 million without the two additional positions. Therefore, the two additional positions will be needed in order to ensure adequate management of earthquake reconstruction by USAID/Colombia.

If current conditions persist, with the exception of the two temporary earthquake FSNs, the Mission expects that during FY 2000 it will be able to manage the program at either of the programmatic funding options. Under budget request Option 2, however, the Mission would require an additional USDH for the Alternative Development SO, which is reflected in the workforce table. This would bring the total positions in FY 2001 to 27 including the unfilled OPDAT position.

If the Mission were held to lower workforce levels, the impact on the program would be the same as that described in the OE section. Namely, the Mission would be able to provide less management oversight in the field.

C. Local Currency Trust Funds

It is expected that in FY1999 the GOC National Planning Department (DNP) will be transferring to USAID/Colombia the equivalent of \$700,000 to comply with the terms of the Operational Letter No. 7, signed by the two parties (USAID and GOC/DNP) in January 1998.

During the second quarter of FY 1999, USAID/Colombia will receive 40 percent of the total amount or \$280,000, and during FY 2000, 60 percent of the total amount or \$420,000. As in the past, USAID/Colombia will use 50 percent of the total amount (\$350,000) for OE, and 50 percent (\$350,000) for program activities that support on-going program activities. Program trust funds will be allocated against SOs and SpOs during FY 2000 and FY 2001 as shown in Table 1 below.

It is important to note that trust funds for OE purposes will be completely depleted in FY 2000. The OE trust funds generated by the above agreement will be applied to the OE balances in FY 1999 and FY 2000. Despite persistent efforts by USAID to obtain more trust funds for OE purposes, the GOC has refused to agree to make trust funds earmarked for program activities available for OE.

TABLE 1
Projection of Trust Fund-financed Program Activities (FY 2000-2001)
(US\$)

Support to Cross-Cutting Activities under SOs and SpOs	FY2000	FY2001
SO1: Democracy - Peace Process - Human Rights - Humanitarian Assistance	50,000	40,000
SO2: Alternative Development	40,000	10,000
SpO1: Environment - PSC – E. Barriga - Training Activities	85,000	125,000
Total Programs	175,000	175,000
Total OE	175,000	175,000
Grand Total	350,000	350,000

TABLE I.a
FY 1999 Budget Request by Program/Country
Program/Country: COLOMBIA

Approp Acct: DA
Scenario

S.O. # , Title																
		FY 1999 Request													Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY 99
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		
Sp01: Environment																
	Bilateral Field Spt	0 0 0													66	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	66	0
Total Bilateral		0	0	0	0	0	0	0	0	0	0	0	0	0	66	0
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0		
TOTAL PROGRAM		0	0	0	0	0	0	0	0	0	0	0	0	0	66	0

FY 99 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

NOTES:

1) \$66,000 corresponds to project 598-0616.34 Intercountry Technology Transfer. USAID/Colombia plans to reprogram these funds to carry out activities related to environment.

TABLE I.a
FY 1999 Budget Request by Program/Country
Program/Country: COLOMBIA

Approp Acct: ESF
Scenario

S.O. # , Title		FY 1999 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 99
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		
S.O. 1: Democracy and Human Rights																
	Bilateral	1,000												1,000	3,110	944
	Field Spt	0													3,532	0
		1,000	0	0	0	0	0	0	0	0	0	0	0	1,000	6,642	944
Sp.O. 2: Earthquake Reconstruction																
	Bilateral	2,000			2,000										300	1,700
	Field Spt	0														
		2,000	0	0	2,000	0	0	0	0	0	0	0	0	0	300	1,700
Total Bilateral																
		3,000	0	0	2,000	0	0	0	0	0	0	0	0	1,000	3,410	2,644
Total Field Support																
		0	0	0	0	0	0	0	0	0	0	0	0	0	3,532	0
TOTAL PROGRAM		3,000	0	0	2,000	0	0	0	0	0	0	0	0	1,000	6,942	2,644

FY 99 Request Agency Goal Totals	
Econ Growth	2,000
Democracy	1,000
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

NOTES:

- 1) Field Support includes expenditures under the 632a and 632b with ICITAP.
- 2) Expenditures for field support include FY98 expenditures which were not included in the accruals.

TABLE I.a
FY 1999 Budget Request by Program/Country
Program/Country: COLOMBIA

Approp Acct: INC
Scenario

S.O. # , Title		FY 1999 Request													Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY 99
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		
S.O. 1: Democracy and Human Rights																
	Bilateral	0														
	Field Spt	0													1,800	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	1,800	0
S.O. 2: Illicit crop production reduced in target areas																
	Bilateral	4,900		1,650	2,600								650		1,000	4,400
	Field Spt	100		100												0
		5,000	0	1,750	2,600	0	0	0	0	0	0	0	650	0	1,000	4,400
Total Bilateral																
		4,900	0	1,650	2,600	0	0	0	0	0	0	0	650	0	1,000	4,400
Total Field Support																
		100	0	100	0	0	0	0	0	0	0	0	0	0	1,800	0
TOTAL PROGRAM		5,000	0	1,750	2,600	0	0	0	0	0	0	0	650	0	2,800	4,400

FY 99 Request Agency Goal Totals	
Econ Growth	4,350
Democracy	0
HCD	0
PHN	0
Environment	650
Program ICASS	0
GCC (from all Goals)	0

NOTES:

- 1) Field Support includes expenditures under the 632b with ICITAP.
- 2) Expenditures for field support include FY98 expenditures which were not included in the accruals.

TABLE I.b
FY 2000 Budget Request by Program/Country
Program/Country: COLOMBIA

Approp Acct: ESF
Scenario

S.O. # , Title																
		FY 2000 Request													Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY 00
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		
S.O. 1: Democracy and Human Rights															Year of Final Oblig:2002	
	Bilateral Field Spt	4,000 0												4,000	3,372	1,572
		4,000	0	0	0	0	0	0	0	0	0	0	0	4,000	3,372	1,572
Sp.O. 2: Earthquake Reconstruction															Year of Final Oblig:1999	
	Bilateral Field Spt	0 0													1,700	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	1,700	0
Total Bilateral		4,000	0	0	0	0	0	0	0	0	0	0	0	4,000	5,072	1,572
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM		4,000	0	0	0	0	0	0	0	0	0	0	0	4,000	5,072	1,572

FY 00 Request Agency Goal Totals	
Econ Growth	0
Democracy	4,000
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

TABLE I.b
FY 2000 Budget Request by Program/Country
Program/Country: COLOMBIA

Approp Acct: INC
Scenario

S.O. # , Title		FY 2000 Request													Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY 00		
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G				
S.O. 2: Illicit crop production reduced in target areas																	Year of Final Oblig:2003	
	Bilateral	5,000		4,000	550								450		5,100	4,300		
	Field Spt	0													0	0		
		5,000	0	4,000	550	0	0	0	0	0	0	0	450	0	5,100	4,300		
Total Bilateral		5,000	0	4,000	550	0	0	0	0	0	0	0	450		5,100	4,300		
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0			0		
TOTAL PROGRAM		5,000	0	4,000	550	0	0	0	0	0	0	0	450	0	5,100	4,300		

FY 00 Request Agency Goal Totals	
Econ Growth	4,550
Democracy	0
HCD	0
PHN	0
Environment	450
Program ICASS	0
GCC (from all Goals)	0

TABLE I.c
FY 2001 Budget Request by Program/Country
Program/Country: COLOMBIA

Approp Acct: ESF
Scenario

S.O. # , Title																	
		FY 2001 Request													Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY 01	Future Cost (POST- 2001)
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
S.O. 1: Democracy and Human Rights																	
	Bilateral Field Spt	4,000 0												4,000	3,600	1,972	8,000
		4,000	0	0	0	0	0	0	0	0	0	0	0	4,000	3,600	1,972	8,000
Total Bilateral		4,000	0	0	0	0	0	0	0	0	0	0	0	4,000	3,600	1,972	8,000
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM		4,000	0	0	0	0	0	0	0	0	0	0	0	4,000	3,600	1,972	8,000

FY 01 Request Agency Goal Totals	
Econ Growth	0
Democracy	4,000
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

TABLE I.c
FY 2001 Budget Request by Program/Country
Program/Country: COLOMBIA

Approp Acct: INC
Scenario

S.O. # , Title																	
		FY 2001 Request													Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY 01	Future Cost (POST- 2001)
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
S.O. 2: Illicit crop production reduced in target areas																	
	Bilateral Field Spt	5,000 0		4,000	550								450		6,000	3,300	10,000
		5,000	0	4,000	550	0	0	0	0	0	0	0	450	0	6,000	3,300	10,000
Total Bilateral		5,000	0	4,000	550	0	0	0	0	0	0	0	450		6,000	3,300	10,000
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0		0	0	0
TOTAL PROGRAM		5,000	0	4,000	550	0	0	0	0	0	0	0	450	0	6,000	3,300	10,000

FY 01 Request Agency Goal Totals	
Econ Growth	4,550
Democracy	0
HCD	0
PHN	0
Environment	450
Program ICASS	0
GCC (from all Goals)	0

Table II: Operating Expenses

Org. Title: USAID/COLOMBIA		Overseas Mission Budgets														
Org. No:	514.0	FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	1F	Total	Dollars	1F	Total	Dollars	1F	Total	Dollars	1F	Total	Dollars	1F	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	49.5		49.5	62.0		62.0	61.5		61.5	62.0		62.0	70.1		70.1
	Subtotal OC 11.1	49.5	0.0	49.5	62.0		62.0	61.5	0.0	61.5	62.0		62.0	70.1	0.0	70.1
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0			0.0
11.5	FNDH	25.8		25.8	23.5		23.5	25.1		25.1	23.5		23.5	28.0		28.0
	Subtotal OC 11.5	25.8	0.0	25.8	23.5	0.0	23.5	25.1	0.0	25.1	23.5	0.0	23.5	28.0	0.0	28.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	88.5		88.5	102.0		102.0	102.2		102.2	182.0		182.0	108.7		108.7
11.8	FN PSC Salaries		281.1	281.1	156.0	120.4	276.4	296.4		296.4	296.4		296.4	324.9		324.9
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	88.5	281.1	369.6	258.0	120.4	378.4	398.6	0.0	398.6	478.4	0.0	478.4	433.6	0.0	433.6
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances		24.0	24.0		43.5	43.5		43.5	43.5	22.3		22.3	60.0		60.0
12.1	Cost of Living Allowances			0.0			0.0			0.0			0.0			0.0
12.1	Home Service Transfer Allowances	0.7		0.7			0.0	0.7		0.7			0.0	1.4		1.4
12.1	Quarters Allowances		11.3	11.3			0.0		55.8	55.8			0.0	102.8		102.8
12.1	Other Misc. USDH Benefits	4.7		4.7	14.0		14.0	10.6		10.6	14.0		14.0	6.2		6.2
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	82.1		82.1	41.7		41.7	56.2		56.2	41.7		41.7	85.9		85.9
12.1	Other FNDH Benefits	6.6		6.6	7.6	5.0	12.6	7.3		7.3	12.6		12.6	8.2		8.2
12.1	US PSC Benefits	12.8		12.8			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC		47.0	47.0	60.9		60.9		54.7	54.7	60.9		60.9	64.8		64.8
12.1	Other FN PSC Benefits		0.5	0.5			0.0			0.0			0.0			0.0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	106.9	82.8	189.7	124.2	48.5	172.7	74.8	154.0	228.8	151.5	0.0	151.5	329.3	0.0	329.3
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0			0.0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	10.0	3.0	13.0			0.0	12.0	3.0	15.0			0.0	12.0		12.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	2.1		2.1			0.0	4.1		4.1			0.0	10.2		10.2

Table II: Operating Expenses

Org. Title: Org. No: OC		USAID/COLOMBIA 514.0		Overseas Mission Budgets														
				FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
				Dollars	1F	Total	Dollars	1F	Total	Dollars	1F	Total	Dollars	1F	Total	Dollars	1F	Total
21.0	Assignment to Washington Travel			0.0			0.0	3.6		3.6			0.0	4.0		4.0		
21.0	Home Leave Travel	5.5		5.5	4.9		4.9			0.0	4.9		4.9			0.0		
21.0	R & R Travel	5.4		5.4			0.0	9.0		9.0			0.0	9.0		9.0		
21.0	Education Travel			0.0			0.0			0.0			0.0			0.0		
21.0	Evacuation Travel			0.0			0.0			0.0			0.0			0.0		
21.0	Retirement Travel			0.0			0.0			0.0			0.0			0.0		
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0			0.0		
21.0	Other Mandatory/Statutory Travel		1.0	1.0	1.2		1.2	2.0		2.0	1.2		1.2	4.0		4.0		
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
21.0	Site Visits - Headquarters Personnel	15.1		15.1	11.4		11.4	11.4		11.4	11.4		11.4	11.7		11.7		
21.0	Site Visits - Mission Personnel	47.9	18.3	66.2	49.5	32.5	82.0	70.8	5.9	76.7	82.0		82.0	63.4		63.4		
21.0	Conferences/Seminars/Meetings/Retreats	5.8	4.5	10.3	10.0	7.0	17.0	5.8	4.5	10.3	17.0		17.0	10.3		10.3		
21.0	Assessment Travel			0.0			0.0			0.0			0.0			0.0		
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0			0.0		
21.0	Disaster Travel (to respond to specific disasters)	4.4		4.4			0.0			0.0			0.0			0.0		
21.0	Recruitment Travel			0.0			0.0			0.0			0.0			0.0		
21.0	Other Operational Travel	1.6		1.6	3.0	2.0	5.0	3.0	2.0	5.0	5.0		5.0	4.3		4.3		
Subtotal OC 21.0		97.8	26.8	124.6	80.0	41.5	121.5	121.7	15.4	137.1	121.5	0.0	121.5	128.9	0.0	128.9		
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
22.0	Post assignment freight	12.8		12.8			0.0	27.2		27.2			0.0	40.8		40.8		
22.0	Home Leave Freight	2.2		2.2			0.0			0.0			0.0			0.0		
22.0	Retirement Freight			0.0			0.0			0.0			0.0			0.0		
22.0	Transportation/Freight for Office Furniture/Equip.			0.0			0.0			0.0			0.0			0.0		
22.0	Transportation/Freight for Res. Furniture/Equip.			0.0			0.0			0.0			0.0			0.0		
Subtotal OC 22.0		15.0	0.0	15.0	0.0	0.0	0.0	27.2	0.0	27.2	0.0	0.0	0.0	40.8	0.0	40.8		
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
23.2	Rental Payments to Others - Office Space			0.0			0.0			0.0			0.0			0.0		
23.2	Rental Payments to Others - Warehouse Space	6.0	4.1	10.1	15.0		15.0	12.0		12.0	15.0		15.0	12.0		12.0		
23.2	Rental Payments to Others - Residences		37.3	37.3	68.0		68.0	34.5		34.5	68.0		68.0	36.0		36.0		
Subtotal OC 23.2		6.0	41.4	47.4	83.0	0.0	83.0	0.0	46.5	46.5	83.0	0.0	83.0	48.0	0.0	48.0		
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
23.3	Office Utilities			0.0			0.0			0.0			0.0			0.0		
23.3	Residential Utilities	1.5	5.0	6.5		9.6	9.6		5.8	5.8	9.6		9.6	6.7		6.7		
23.3	Telephone Costs	1.1	18.3	19.4	0.8	21.4	22.2	10.2	10.6	20.8	22.2		22.2	24.1		24.1		
23.3	ADP Software Leases			0.0			0.0			0.0			0.0			0.0		
23.3	ADP Hardware Lease			0.0			0.0			0.0			0.0			0.0		
23.3	Commercial Time Sharing			0.0			0.0			0.0			0.0			0.0		
23.3	Postal Fees (Other than APO Mail)		0.2	0.2	0.1		0.1	0.1		0.1	0.1		0.1	0.1		0.1		
23.3	Other Mail Service Costs		2.5	2.5		2.5	2.5		2.5	2.5	2.5		2.5	2.5		2.5		
23.3	Courier Services		3.0	3.0		3.0	3.0		3.5	3.5	3.0		3.0	4.0		4.0		
Subtotal OC 23.3		2.6	29.0	31.6	0.9	36.5	37.4	10.3	22.4	32.7	37.4	0.0	37.4	37.4	0.0	37.4		
24.0	Printing and Reproduction		0.2	0.2		0.2	0.2		0.3	0.3	0.2		0.2	0.4		0.4		
Subtotal OC 24.0		0.0	0.2	0.2	0.0	0.2	0.2	0.0	0.3	0.3	0.2		0.2	0.4		0.4		
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
25.1	Studies, Analyses, & Evaluations	0.7		0.7			0.0			0.0			0.0			0.0		

Table II: Operating Expenses

Org. Title: Org. No: OC		USAID/COLOMBIA 514.0		Overseas Mission Budgets														
				FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
				Dollars	1F	Total	Dollars	1F	Total	Dollars	1F	Total	Dollars	1F	Total	Dollars	1F	Total
25.1	Management & Professional Support Services	75.2		75.2			0.0	60.0		60.0			0.0	60.0		60.0		
25.1	Engineering & Technical Services			0.0			0.0			0.0			0.0			0.0		
	Subtotal OC 25.1	75.9	0.0	75.9	0.0	0.0	0.0	60.0	0.0	60.0	0.0	0.0	0.0	60.0	0.0	60.0		
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
25.2	Office Security Guards		36.0	36.0		38.0	38.0		40.3	40.3		38.0	38.0		44.3	44.3		
25.2	Residential Security Guard Services			0.0			0.0			0.0			0.0			0.0		
25.2	Official Residential Expenses			0.0			0.0			0.0			0.0			0.0		
25.2	Representation Allowances	0.5		0.5	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0		
25.2	Non-Federal Audits			0.0			0.0			0.0			0.0			0.0		
25.2	Grievances/Investigations			0.0			0.0			0.0			0.0			0.0		
25.2	Insurance and Vehicle Registration Fees		1.5	1.5		2.2	2.2		1.7	1.7		2.2	2.2		2.0	2.0		
25.2	Vehicle Rental			0.0			0.0			0.0			0.0			0.0		
25.2	Manpower Contracts			0.0			0.0			0.0			0.0			0.0		
25.2	Records Declassification & Other Records Services			0.0			0.0			0.0			0.0			0.0		
25.2	Recruiting activities			0.0			0.0			0.0			0.0			0.0		
25.2	Penalty Interest Payments		0.5	0.5	0.2		0.2	0.2		0.2	0.2		0.2	0.2		0.2		
25.2	Other Miscellaneous Services	0.8	19.5	20.3		15.6	15.6		25.5	25.5		15.6	15.6		27.5	27.5		
25.2	Staff training contracts		4.0	4.0		4.5	4.5		4.5	4.5		4.5	4.5		4.5	4.5		
25.2	ADP related contracts			0.0			0.0			0.0			0.0			0.0		
	Subtotal OC 25.2	1.3	61.5	62.8	2.2	60.3	62.5	2.2	72.0	74.2	62.5	0.0	62.5	80.5	0.0	80.5		
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
25.3	ICASS	86.2		86.2	100.5		100.5	130.0		130.0	101.7		101.7	140.0		140.0		
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0			0.0		
	Subtotal OC 25.3	86.2	0.0	86.2	100.5	0.0	100.5	130.0	0.0	130.0	101.7	0.0	101.7	140.0	0.0	140.0		
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
25.4	Office building Maintenance			0.0			0.0			0.0			0.0			0.0		
25.4	Residential Building Maintenance		4.2	4.2		8.2	8.2		4.8	4.8		8.2	8.2		5.6	5.6		
	Subtotal OC 25.4	0.0	4.2	4.2	0.0	8.2	8.2	0.0	4.8	4.8	8.2	0.0	8.2	5.6	0.0	5.6		
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
25.7	ADP and telephone operation and maintenance costs		8.4	8.4		11.0	11.0		9.7	9.7		11.0	11.0		11.1	11.1		
25.7	Storage Services			0.0			0.0			0.0			0.0			0.0		
25.7	Office Furniture/Equip. Repair and Maintenance		7.0	7.0		17.0	17.0		7.7	7.7		17.0	17.0		8.6	8.6		
25.7	Vehicle Repair and Maintenance		4.0	4.0		4.0	4.0		4.8	4.8		4.0	4.0		5.0	5.0		
25.7	Residential Furniture/Equip. Repair and Maintenance		2.5	2.5		2.5	2.5		2.5	2.5		2.5	2.5		2.5	2.5		
	Subtotal OC 25.7	0.0	21.9	21.9	0.0	34.5	34.5	0.0	24.7	24.7	34.5	0.0	34.5	27.2	0.0	27.2		
25.8	Subsistance & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0			0.0		
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
26.0	Supplies and materials		15.2	15.2		13.1	13.1		16.4	16.4		13.1	13.1		19.0	19.0		
	Subtotal OC 26.0	0.0	15.2	15.2	0.0	13.1	13.1	0.0	16.4	16.4	13.1		13.1	19.0		19.0		
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
31.0	Purchase of Residential Furniture/Equip.		18.0	18.0		5.5	5.5		7.0	7.0		5.5	5.5		5.0	5.0		
31.0	Purchase of Office Furniture/Equip.	28.8	40.0	68.8		5.0	5.0		2.0	2.0		5.0	5.0		2.0	2.0		

Table II: Operating Expenses

Org. Title: Org. No: OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	1F	Total	Dollars	1F	Total	Dollars	1F	Total	Dollars	1F	Total	Dollars	1F	Total
31.0	Purchase of Vehicles			0.0	80.0		80.0	80.0		80.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0			0.0
31.0	ADP Hardware purchases	0.4	41.5	41.9		6.0	6.0	2.0	12.0	14.0	6.0		6.0	10.0		10.0
31.0	ADP Software purchases		15.7	15.7		6.0	6.0	2.0	5.0	7.0	6.0		6.0	4.0		4.0
	Subtotal OC 31.0	29.2	115.2	144.4	80.0	22.5	102.5	84.0	26.0	110.0	22.5	0.0	22.5	21.0	0.0	21.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0.0			0.0			0.0			0.0			0.0
32.0	Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0	Claims and indemnities			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET		584.7	679.3	1,264.0	814.3	385.7	1,200.0	995.4	382.5	1,377.9	1,200.0	0.0	1,200.0	1,469.8	0.0	1,469.8
25.6	Medical Care	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0

Additional Mandatory Information

Dollars Used for Local Currency Purchases	106.0		68.0		384.8		83.4		981.3
Exchange Rate Used in Computations	1,580.0	1,580.0	1,780.0	1,780.0	1,800.0	1,800.0	2,080.0	2,080.0	2,080.0

** If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal: 129.1 102.6 110.9 102.6 150.7

11.1	Personnel compensation, full-time permanent	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
11.1	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0
	Subtotal OC 11.1	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
11.3	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0
	Subtotal OC 11.3	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
11.5	USDH	0	0	0	0	0
11.5	FNDH	0	0	0	0	0
	Subtotal OC 11.5	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
11.8	USPSC Salaries	0	0	0	0	0
11.8	FN PSC Salaries	0	0	0	0	0
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0	0	0	0	0
	Subtotal OC 11.8	0	0	0	0	0
12.1	Personnel benefits	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
12.1	USDH benefits	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
12.1	Educational Allowances	0	0	0	0	0
12.1	Cost of Living Allowances	0	0	0	0	0
12.1	Home Service Transfer Allowances	0	0	0	0	0
12.1	Quarters Allowances	0	0	0	0	0
12.1	Other Misc. USDH Benefits	0	0	0	0	0
12.1	FNDH Benefits	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	0	0	0	0	0
12.1	Other FNDH Benefits	0	0	0	0	0
12.1	US PSC Benefits	0	0	0	0	0
12.1	FN PSC Benefits	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC	0	0	0	0	0
12.1	Other FN PSC Benefits	0	0	0	0	0
12.1	IPA/Detail-In/PASA/RSSA Benefits	0	0	0	0	0
	Subtotal OC 12.1	0	0	0	0	0
13.0	Benefits for former personnel	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
13.0	FNDH	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
13.0	Severance Payments for FNDH	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FNDH	0	0	0	0	0
13.0	FN PSCs	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
13.0	Severance Payments for FN PSCs	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FN PSCs	0	0	0	0	0
	Subtotal OC 13.0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
21.0	Training Travel	0	0	0	0	0
21.0	Mandatory/Statutory Travel	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
21.0	Post Assignment Travel - to field	0	0	0	0	0
21.0	Assignment to Washington Travel	0	0	0	0	0
21.0	Home Leave Travel	0	0	0	0	0

21.0	R & R Travel			0					0						0	
21.0	Education Travel			0					0						0	
21.0	Evacuation Travel			0					0						0	
21.0	Retirement Travel			0					0						0	
21.0	Pre-Employment Invitational Travel			0					0						0	
21.0	Other Mandatory/Statutory Travel			0					0						0	
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0					0						0	
21.0	Site Visits - Mission Personnel	12.9	3	15.9	14.8	11	25.8	14.9	14.9	14	14	13.1	13.1			
21.0	Conferences/Seminars/Meetings/Retreats			0					0						0	
21.0	Assessment Travel			0					0						0	
21.0	Impact Evaluation Travel			0					0						0	
21.0	Disaster Travel (to respond to specific disasters)			0					0						0	
21.0	Recruitment Travel			0					0						0	
21.0	Other Operational Travel			0					0						0	
	Subtotal OC 21.0	12.9	3	15.9	14.8	11	25.8	14.9	0	14.9	14	0	14	13.1	0	13.1
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0					0						0	
22.0	Home Leave Freight			0					0						0	
22.0	Retirement Freight			0					0						0	
22.0	Transportation/Freight for Office Furniture/Equip.			0					0						0	
22.0	Transportation/Freight for Res. Furniture/Equip.			0					0						0	
	Subtotal OC 22.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0					0						0	
23.2	Rental Payments to Others - Warehouse Space			0					0						0	
23.2	Rental Payments to Others - Residences			0					0						0	
	Subtotal OC 23.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities			0					0						0	
23.3	Residential Utilities			0					0						0	
23.3	Telephone Costs			0					0						0	
23.3	ADP Software Leases			0					0						0	
23.3	ADP Hardware Lease			0					0						0	
23.3	Commercial Time Sharing			0					0						0	
23.3	Postal Fees (Other than APO Mail)			0					0						0	
23.3	Other Mail Service Costs			0					0						0	
23.3	Courier Services			0					0						0	
	Subtotal OC 23.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
24.0	Printing and Reproduction			0					0						0	
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0					0						0	
25.1	Management & Professional Support Services			0					0						0	
25.1	Engineering & Technical Services			0					0						0	
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

		Table III: Controller Operations											
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	0		0	0		0	0		0	0		0
25.2	Residential Security Guard Services	0		0	0		0	0		0	0		0
25.2	Official Residential Expenses	0		0	0		0	0		0	0		0
25.2	Representation Allowances	0		0	0		0	0		0	0		0
25.2	Non-Federal Audits	0		0	0		0	0		0	0		0
25.2	Grievances/Investigations	0		0	0		0	0		0	0		0
25.2	Insurance and Vehicle Registration Fees	0		0	0		0	0		0	0		0
25.2	Vehicle Rental	0		0	0		0	0		0	0		0
25.2	Manpower Contracts	0		0	0		0	0		0	0		0
25.2	Records Declassification & Other Records Services	0		0	0		0	0		0	0		0
25.2	Recruiting activities	0		0	0		0	0		0	0		0
25.2	Penalty Interest Payments	0		0	0		0	0		0	0		0
25.2	Other Miscellaneous Services	0		0	0		0	0		0	0		0
25.2	Staff training contracts	0		0	0		0	0		0	0		0
25.2	ADP related contracts	0		0	0		0	0		0	0		0
	Subtotal OC 25.2	0	0	0	0	0	0	0	0	0	0	0	0
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	0		0	0		0	0		0	0		0
25.3	All Other Services from Other Gov't. accounts	0		0	0		0	0		0	0		0
	Subtotal OC 25.3	0	0	0	0	0	0	0	0	0	0	0	0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	0		0	0		0	0		0	0		0
25.4	Residential Building Maintenance	0		0	0		0	0		0	0		0
	Subtotal OC 25.4	0	0	0	0	0	0	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	0		0	0		0	0		0	0		0
25.7	Storage Services	0		0	0		0	0		0	0		0
25.7	Office Furniture/Equip. Repair and Maintenance	0		0	0		0	0		0	0		0
25.7	Vehicle Repair and Maintenance	0		0	0		0	0		0	0		0
25.7	Residential Furniture/Equip. Repair and Maintenance	0		0	0		0	0		0	0		0
	Subtotal OC 25.7	0	0	0	0	0	0	0	0	0	0	0	0
25.8	Subsistance & spt. of persons (by contract or Gov't.)	0		0	0		0	0		0	0		0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials	0		0	0		0	0		0	0		0
	Subtotal OC 26.0	0	0	0	0	0	0	0	0	0	0	0	0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	0		0	0		0	0		0	0		0
31.0	Purchase of Office Furniture/Equip.	0		0	0		0	0		0	0		0
31.0	Purchase of Vehicles	0		0	0		0	0		0	0		0
31.0	Purchase of Printing/Graphics Equipment	0		0	0		0	0		0	0		0
31.0	ADP Hardware purchases	0		0	0		0	0		0	0		0
31.0	ADP Software purchases	0		0	0		0	0		0	0		0
	Subtotal OC 31.0	0	0	0	0	0	0	0	0	0	0	0	0

		Table III: Controller Operations														
		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line					
32.0	Lands and structures															
32.0	Purchase of Land & Buildings (& bldg. construction)	0			0			0			0					
32.0	Purchase of fixed equipment for buildings	0			0			0			0					
32.0	Building Renovations/Alterations - Office	0			0			0			0					
32.0	Building Renovations/Alterations - Residential	0			0			0			0					
Subtotal OC 32.0		0	0	0	0	0	0	0	0	0	0	0	0			
42.0	Claims and indemnities															
Subtotal OC 42.0		0	0	0	0	0	0	0	0	0	0	0	0			
TOTAL BUDGET		12.9	3	15.9	14.8	11	25.8	14.9	0	14.9	14	0	14	13.1	0	13.1

Additional Mandatory Information

Dollars Used for Local Currency Purchases

Exchange Rate Used in Computations

** If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:

000000

Organization: USAID/COLOMBIA

TABLE IV: TF-FSN

Foreign National Voluntary Separation Account									
Action	FY 1999			FY 2000			FY 2001		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	129.1	20.2	149.3	110.9	41.1	152.0	150.7	38.2	188.9
Withdrawals	15.0	12.0	27.0	30.0	8.0	38.0	50.0	17.0	67.0

Local Currency Trust Funds - Regular			
	FY 1999	FY 2000	FY 2001
Balance Start of Year	545.0	125.2	
Obligations	679.3	382.5	
Deposits	259.5	257.3	
Balance End of Year	125.2	0.0	0.0

Exchange Rate 1,580.0 1,800.0 2,080.0

Local Currency Trust Funds - Real Property			
	FY 1999	FY 2000	FY 2001
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

Exchange Rate _____

Table V: Workforce

Org USAID/COLOMBIA								Total	Org.	Fin.	Admin.	Con-	All		Total	Total
End of year On-Board FY 1999 Estimate	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2 **	SO/SpO	Mgmt.	Mgmt	Mgmt	tract	Legal	Other	Mgmt.	Staff
OE Funded: 1/																
U.S. Direct Hire	0.5	0.5						1	1						1	2
Other U.S. Citizens								0	0.5	0.5	0.5			0.5	2	2
FSN/TCN Direct Hire								0		1	1				2	2
Other FSN/TCN	1.5	1						2.5		2				6.5	8.5	11
Subtotal	2	1.5	0	0	0	0	0	3.5	1.5	3.5	1.5	0	0	7	13.5	17
Program Funded 1/																
U.S. Citizens *	2	1						3							0	3
FSNs/TCNs	3	1.5				0.5	2	7						1	1	8
Subtotal	5	2.5	0	0	0	0.5	2	10	0	0	0	0	0	1	1	11
Total Direct Workforce	7	4	0	0	0	0.5	2	13.5	1.5	3.5	1.5	0	0	8	14.5	28
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	7	4	0	0	0	0.5	2	13.5	1.5	3.5	1.5	0	0	8	14.5	28

* PF: It includes a US employee who is US DOJ DH

** PF: two Earthquake program funded positions, FN PSC, may be requested in FY-99 through FY-00.

Table V: Workforce

Org_USAID/COLOMBIA									Total	Org.	Fin.	Admin.	Con-		All	Total	Total
End of year On-Board FY 2000 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2 **	SO/SpO	Mgmt.	Mgmt	Mgmt	tract	Legal	Other	Mgmt.	Staff	
OE Funded: 1/ U.S. Direct Hire	0.5	0.5						1	1						1	2	
Other U.S. Citizens								0	0.5	0.5	0.5			0.5	2	2	
FSN/TCN Direct Hire								0		1	1				2	2	
Other FSN/TCN	1.5	1						2.5		2				6.5	8.5	11	
Subtotal	2	1.5	0	0	0	0	0	3.5	1.5	3.5	1.5	0	0	7	13.5	17	
Program Funded 1/ U.S. Citizens	2	1						3							0	3	
FSNs/TCNs	3	1.5					0.5	5						1	1	6	
Subtotal	5	2.5	0	0	0	0.5	0	8	0	0	0	0	0	1	1	9	
Total Direct Workforce	7	4	0	0	0	0.5	0	11.5	1.5	3.5	1.5	0	0	8	14.5	26	
TAACS								0							0	0	
Fellows								0							0	0	
IDIs								0							0	0	
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL WORKFORCE	7	4	0	0	0	0.5	0	11.5	1.5	3.5	1.5	0	0	8	14.5	26	
FY 2000 Request																	
OE Funded: 1/ U.S. Direct Hire	0.5	0.5						1	1						1	2	
Other U.S. Citizens								0	0.5	0.5	0.5			0.5	2	2	
FSN/TCN Direct Hire								0		1	1				2	2	
Other FSN/TCN	1.5	1						2.5		2				6.5	8.5	11	
Subtotal	2	1.5	0	0	0	0	0	3.5	1.5	1.5	3.5	0	0	7	13.5	17	
Program Funded 1/ U.S. Citizens *	2	1						3							0	3	
FSNs/TCNs	3	1.5					0.5	7						1	1	8	
Subtotal	5	2.5	0	0	0	0.5	2	10	0	0	0	0	0	1	1	11	
Total Direct Workforce	7	4	0	0	0	0.5	2	13.5	1.5	1.5	3.5	0	0	8	14.5	28	
TAACS								0							0	0	
Fellows								0							0	0	
IDIs								0							0	0	
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL WORKFORCE	7	4	0	0	0	0.5	2	13.5	1.5	1.5	3.5	0	0	8	14.5	28	
* PF: It includes a US employee who is US DOJ DH																	
** PF: two Earthquake program funded positions, FN PSC, may be requested in FY-99 through FY-00.																	

1/ Excludes TAACS, Fellows, and IDIs

Table V: Workforce

Org_ USAID/COLOMBIA									Total	Org.	Fin.	Admin.	Con-	All		Total	Total
End of year On-Board FY 2001 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2 **	SO/SpO	Mgmt.	Mgmt	Mgmt	tract	Legal	Other	Mgmt.	Staff	
OE Funded: 1/																	
U.S. Direct Hire	0.5	0.5						1	1						1	2	
Other U.S. Citizens								0	0.5	0.5	0.5			0.5	2	2	
FSN/TCN Direct Hire								0		1	1				2	2	
Other FSN/TCN	1.5	1						2.5		2				6.5	8.5	11	
Subtotal	2	1.5	0	0	0	0	0	3.5	1.5	3.5	1.5	0	0	7	13.5	17	
Program Funded 1/																	
U.S. Citizens	2	1						3							0	3	
FSNs/TCNs	3	1.5				0.5		5						1	1	6	
Subtotal	5	2.5	0	0	0	0.5	0	8	0	0	0	0	0	1	1	9	
Total Direct Workforce	7	4	0	0	0	0.5	0	11.5	1.5	3.5	1.5	0	0	8	14.5	26	
TAACS								0							0	0	
Fellows								0							0	0	
IDIs								0							0	0	
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL WORKFORCE	7	4	0	0	0	0.5	0	11.5	1.5	3.5	1.5	0	0	8	14.5	26	
FY 2001 Request																	
OE Funded: 1/																	
U.S. Direct Hire	0.5	1.5						2	1						1	3	
Other U.S. Citizens								0	0.5	0.5	0.5			0.5	2	2	
FSN/TCN Direct Hire								0		1	1				2	2	
Other FSN/TCN	1.5	1						2.5		2				6.5	8.5	11	
Subtotal	2	2.5	0	0	0	0	0	4.5	1.5	3.5	1.5	0	0	7	13.5	18	
Program Funded 1/																	
U.S. Citizens *	2	1						3							0	3	
FSNs/TCNs	3	1.5				0.5		5						1	1	6	
Subtotal	5	2.5	0	0	0	0.5	0	8	0	0	0	0	0	1	1	9	
Total Direct Workforce	7	5	0	0	0	0.5	0	12.5	1.5	3.5	1.5	0	0	8	14.5	27	
TAACS								0							0	0	
Fellows								0							0	0	
IDIs								0							0	0	
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL WORKFORCE	7	5	0	0	0	0.5	0	12.5	1.5	3.5	1.5	0	0	8	14.5	27	

* PF: It includes a US employee who is US DOJ DH

1/ Excludes TAACS, Fellows, and IDIs

Table VI: DH Workforce

MISSION: USAID COLOMBIA

USDH STAFFING REQUIREMENT BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 1999	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2002	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2003
01 SMG	0	0	0	0	0
02 Program Officer	0	0	0	0	0
03 EXO	0	0	0	0	0
04 Controller	0	0	0	0	0
05/06/07 Secretary	0	0	0	0	0
10 Agriculture	0	0	0	0	0
11 Economics	0	0	0	0	0
12 GDO	0	0	1	1	1
13 Democracy	0	0	0	0	0
14 Rural Development	0	0	0	0	0
15 Food for Peace	0	0	0	0	0
21 Private Enterprise	0	0	0	0	0
25 Engineering	0	0	0	0	0
40 Environment	0	0	0	0	0
50 Health/Pop.	0	0	0	0	0
60 Education	0	0	0	0	0
75 Physical Sciences	0	0	0	0	0
85 Legal	0	0	0	0	0
92 Commodity Mgt	0	0	0	0	0
93 Contract Mgt	0	0	0	0	0
94 PDO	2	2	2	2	2
95 IDI	0	0	0	0	0
Other *	0	0	0	0	0
TOTAL	2	2	3	3	3

* PLEASE LIST OCCUPATIONS COVERED BY OTHER IF THERE ARE ANY

ANNEXES

ANNEX A: PEACE PROCESS

In one of the world's last major guerrilla battle zones, newly elected Colombian President Andrés Pastrana has embarked on a formidable path toward peace negotiations with the guerrilla armies, whose forces and exceptional growth in the past four years have represented a critical threat to the future stability of the Colombian state. The United States government has stepped forward as the new Colombian administration's biggest supporter, pledging assistance and continued cooperation in areas such as counternarcotics, sustainable economic development, the protection of human rights, humanitarian needs, including support for an alternative development program, justice sector reform and support for the initiation of a peace process.¹ Colombian civil society is now acutely aware that this undeclared war is destroying their country, with the emergence of mobilized civil society groups, which have recently included private sector business leaders and more activism by the Catholic Church. The historic initiation of peace negotiations between the Pastrana administration and the FARC commanders, which began on January 7, 1999, is most likely the best opportunity in the past decade for a serious, broad-based peace process to take root in Colombia. President Pastrana has made attainment of a consolidated peace agreement with the guerrilla insurgency a central goal of his administration and peace negotiations likely will be underway for at least the next four years. USAID/Colombia needs to be prepared to respond in any way it can to help maintain the momentum, whether it be through institutional strengthening of the Government of Colombia's (GOC) Office of High Commissioner for Peace, or through support to vital programs to build a more stable society as Colombians gear up for national reconciliation and healing.

Plan Colombia

The Pastrana Government's recently unveiled National Development Plan has as its underlying buttress the forging of peace through its "Plan Colombia," which involves a special regime for the conflict zones. Its main overall objective is to achieve a lasting peace through investments in the hardest hit rural conflict areas of the country, which will produce a social, economic and cultural transformation for future generations. Plan Colombia's central strategy is the improvement of income in these regions through the development of basic agricultural projects, agrarian reform, development of infrastructure projects and the protection of the environment. Plan Colombia will be financed by the Investment Fund for Peace (FIP), which seeks \$3 billion for this "Marshall Plan" for Colombia, and will count on three sources of financing: the Colombian private sector through an obligatory peace tax ("Peace Bonds") imposed on all businesses and wealthier Colombians; by GOC national budget adjustments allowing for increased investment into the fund; and by international contributions. Plans for an "International Donor Conference" to be held in July 1999 are being developed, with the stated intention of raising \$1 billion from the international community for Plan Colombia. Undoubtedly, Colombia will be requesting a USG contribution, and USAID/Colombia should be prepared to assist. Plan Colombia addresses key concerns of the guerrillas in their negotiating demands and shares complementary areas with USAID in its Strategic Plan.

¹ Letter from President William J. Clinton to president-elect Andrés Pastrana, August 7, 1998.

Conclusion

The adjustment of USAID/Colombia's programs to respond to paramount, far reaching issues to be negotiated, seeks to place this Mission in an opportune position to help influence Colombia's future stability as it seeks to bring its fifty year conflict to a close. Although the peace process provides the context and overarching strategy for USAID/Colombia, our activities do not necessarily depend on a peace process for success. The Peace Process and USAID/Colombia activities are, however, mutually reinforcing--the activities that we embark on will be fundamental to the achievement of a successful peace process, as will a successful peace process place more demand on the continuity of this Mission's activities. USG commitment remains firm that the two nations will work closely together in the future, especially in supporting a peace dialogue.

Last year's Mission R-4 reported on the difficulties of effective programming in the highly charged political atmosphere plaguing USG/GOC bilateral relations during the previous four years. Since that time, a new GOC administration and a U.S. government eager to support the new GOC have ushered in an era of improved bilateral relations between the two countries that has greatly enhanced this Mission's effectiveness in influencing GOC policy developments. Last year's R-4 also proposed monitoring efforts to support a peace process with the insurgency, attending to the needs of the displaced and assisting the new legislature, if developments by the end of 1998 confirmed that these areas sufficiently involved U.S. foreign policy interests and USAID goals to merit a continued and enhanced USAID/Colombia presence. Based on the evolving success of key Mission programs, the drastically changed political climate in country, and the increased priority which Colombia has grown to represent for USG foreign policy interests, it seems plain that this Mission can play an integral role in fortifying important GOC structural reforms. USAID can play a critical role in laying the groundwork for critical political and social reform, which will not only be crucial in the event of successful peace negotiations, but, in a general sense, will help give Colombian society the long-term security and stability it seeks.

Appendix to Annex A

Examples of Activities Supported

USAID has played a lead role in the donor community in the past year by supporting activities which either directly or indirectly support the peace process. Reordering priorities in our local currency program, the equivalent of \$650,000 were used to co-finance in-country activities. Activities range from humanitarian projects for the violently displaced, community and rural support projects in marginal areas of the country, institutional strengthening of the GOC's Office of the High Commissioner for Peace, workshops aimed at strengthening of the Colombian legislature and the Colombian peace process, and through the publication of a variety of documents all related to the peace process.

Emergency Support for Violently Displaced Campesino Families in Colombia/Catholic Relief Services (CRS). The overall objective of this \$100,000 (in local currency equivalents) project is the survival of violently displaced campesino families in the Department of Choco. The emergency aid will include food, clothing, and medicine, but will be complemented by transitional assistance involving housing and building supplies, which will aid in the possible future return and settlement of these displaced communities.

“Attention to the Children Displaced in the Areas of the Armed Conflict – Colombian Amazon” / United Nations Children’s Fund (UNICEF). The \$100,000 (in local currency equivalents) project targets four municipalities of the Department of Putumayo with an initial USAID/Colombia local currency grant of \$100,000. Project components include: 1) emergency assistance to displaced families (2000), and 2) psychosocial rehabilitation to traumatized children.

Establishing the Foundations for Peace in Conflict-Affected Areas in Colombia/ International Committee of the Red Cross (ICRC). Because the ICRC has played an important role in the Colombian peace process, and is considered neutral and legitimate by all parties to the armed conflict, the organization is well poised to implement community and civil society strengthening projects in isolated, conflict zones of the country. This USAID/OTI funded \$750,000 project will target poor, marginal communities of the country that have not received funding or development assistance by the National Government, and will fund small grants for community strengthening, civil society strengthening and infrastructure building.

Response to the Emergency in Meta / Salesian Missions. This USAID/OTI-funded \$250,000 community support project addresses the priority needs identified by the target communities, determining strategies and activities for the sustainable socio-economic reactivation of the communities, which is in direct support of an eventual peace process. The targeted area is the Department of Meta, an area of heavy guerrilla and paramilitary activity that suffers a lack of developed social infrastructure. The project will be run by the Salesian Missions in coordination with the Colombian Catholic Church and the GOC Peace Commission.

Cambio 16 “La Paz Sobre la Mesa.” A \$35,000 activity co-financed with the International Committee of the Red Cross (ICRC) and the National Conciliation Commission. This supplement,

which was published in a popular, local Colombian magazine, contained the latest verified versions of negotiating positions of the different actors in the Colombian armed conflict and was published with wide distribution.

Meeting of Representatives of the Colombian Catholic Church and Businessmen with U.S. Academics. The meeting was held in Boston during July, 1998 at a cost of \$25,000. The purpose of the meeting was to follow up on the *Cambio 16* supplement, which was published with USAID/Colombia support. The most important representatives of the Colombian private sector, academia and the Church attended the meeting.

Peace Lessons publication / Public television videos. After the May 1998, U.S. Embassy supported “Peace Lessons” forum, (which brought together former peace negotiators, military and guerrilla commanders from Central America with a select group of Colombian representatives) USAID/Colombia funded the publication of the transcripts and video of the meetings for the Colombian public at a cost of \$25,000. USAID/Colombia financed the publication of 400,000 reprints of the supplement “Peace Lessons”, published in a local leading newspaper on September 18, 1998, as well as co-financed the production of three videos summarizing the peace forum, which were transmitted on Colombian public television.

Institutional Strengthening of the GOC Office of the High Commissioner for Peace. In January 1999, USAID funded the cost of (\$2,000) observational travel to Washington, D.C. for an official of the office.

Creation of a Support Center to the Colombian Legislature – University de Los Andes. This \$300,000, six-month proposal, which was initiated in March, 1999, will officially set up the Congressional Support Center located within the University de Los Andes. The service was formally requested by the President of the Senate and will provide logistical and technical support to the Colombian legislature. It is a direct result of the international seminar on Congressional Modernization which USAID co-financed with the IDB, and will become a long-term proposal as it more fully develops.

Seminar on Colombian Legislative Modernization/Universidad de Los Andes. In partnership with the Universidad de Los Andes, a well known, prestigious private Colombian University, and the IDB, USAID co-financed a seminar (\$9,000) of international experts on Colombian legislative modernization, with full participation and coordination with the Colombian Congress.

Professional Development Trip to International Congressional Seminar/Universidad de Los Andes. In October, 1998, USAID financed the travel cost (\$350) of a functionary of the University de Los Andes to attend a congressional seminar in Chile to aid in the development of the Colombian international seminar, which USAID co-financed.

Exploratory Research for the Support Center to the Congress of the Republic of Colombia / Universidad de Los Andes. In December, 1998. USAID financed a \$2,000 needs assessment survey of the Colombian Congress, administered by the Universidad de Los Andes and the market survey institute R. Pradilla & V. Balance. This survey served an essential part of the formation of

the Support Center to the Colombian Legislature, as it provides an analysis of the actual needs are, as well as political justification for the U.S. government to support a politically sensitive project.

ANNEX B: ENVIRONMENTAL COMPLIANCE

A categorical exclusion for USAID Colombia's former democracy Strategic Objective (SO), "Improved effectiveness of the Colombian criminal justice system," as well as its former environmental Special Objective (SpO), "Improve management of environmental endowments," were requested and granted. Subject to USAID/W approval of USAID/Colombia's FY 1999-2003 Strategic Plan, the Mission will request a categorical exclusion for its new democracy SO, "*Democracy strengthened and human rights protection increased.*" Moreover, based on the approval of the Mission's FY 1999-2003 and in accordance with guidance from the LAC Bureau's Environmental Office, USAID/Colombia will contract for the required environmental examinations (IEEs) and environmental assessments (EAs), as required under PER 22 CFR 216, for its new Alternative Development SO, "*Illicit crop production reduced in target areas,*" as well as its new SpO in "*Earthquake reconstruction,*" and/or will request that categorical exclusions be granted. As currently designed, actions planned under these objectives are not expected to have any negative effect on the natural or physical environment.

ANNEX C: UPDATED RESULTS FRAMEWORK

As required by Paragraph III.A.2. of STATE 18819, the following is a simple listing of current and planned SOs/SpOs and IRs:

SO1 – Democracy

Strategic Objective: Democracy strengthened and human rights protection increased

IR1: Improved effectiveness of the criminal justice system

IR2: Increased enforcement of human rights

IR3: Congressional reforms adopted and implemented

IR4: Increased access to justice

SO2 – Alternative Development

Strategic Objective: Illicit crop production reduced in target areas

IR1: Improved policies and planning

IR2: Expanded licit economic opportunities

IR3: Improved environmental management

SpO1 – Environment

Special Objective: EAI Fund operating effectively

SpO2 – Earthquake

Special Objective: Earthquake Reconstruction